DONE FOR YOU · BUY SIDE AND GROWTH SIDE

We find the business, we buy it, then we *run the growth*.

This is the actual work — the systems, the documents, the reports and the dashboards your engagement produces. Every screen here is from the platform we run for clients.

PART 1 **Sourcing, analysis and the offer**

PART 2 **The growth system we install after close**

What one month of buy-side work looks like

Across the active client book, last 30 days.

23	2,090	623	144	71	Offers
CLIENTS	APPLICATIONS	BROKER REPLIES	NDAS SIGNED	CIMS RECEIVED	ANALYSED & PRESENTED
20 active	~70 / day	29.8%	23.1%	49.3%	the judgment

PART 1 We find it, vet it and buy it

Three ways to find a business worth owning — and everything that happens once one is in hand.

01 Your buyer profile

Every engagement opens with a full interview — your background, operating experience, capital position and what you're actually equipped to run.

The interview, written up

Geography, financing capability, career track record, operating experience and acquisition criteria — the document brokers read before they decide whether to take your call.

Buyer profile — prepared from the onboarding interview

Every engagement starts with an interview

Background, operating experience, capital position, geography and the businesses you're actually equipped to run — written up as the profile brokers receive.

Buyer Profile

Buyer, actively acquiring

📍 Geography

Colorado, Texas, Oklahoma, Wyoming, Utah, Nebraska, Kansas, New Mexico, Arizona

📞 Direct contact

Phone: [redacted]
Email: [redacted]
LinkedIn: [redacted]
Calendar: [redacted]

💰 Financing capability

- $1M – $2M purchase price
- Equity injection verified · SBA 7(a) pre-qualified

Background & track record

Software engineer for 15+ years across embedded development, telecommunications and enterprise storage — including IPv4/IPv6 protocol features, Wi-Fi hardware platforms, video-on-demand systems, cable TV services and storage infrastructure. Also systems integration, software architecture, cross-team technical leadership and client training.

Key contributor at two major technology companies. Recently advancing into lead and principal engineering leadership, with a portfolio of delivered production systems including nationwide infrastructure, next-generation cable platforms and enterprise storage.

Work experience

Managed and contributed to 4–5 major engineering teams, with certifications in Dell systems, Cisco, cybersecurity and agentic AI. Four-plus years running engineering operations across national infrastructure. Increased system performance and delivery efficiency across multiple product lines. Has held every role in the engineering lifecycle — architecture, development, integration, QA, field support and client education.

Managed technical projects including system deployments, vendor coordination and platform migrations. Experience in international product sales support, merchandise and infrastructure tracking, customs and shipping documentation. Built tooling to replace manual tracking and inventory procedures. Certified presenter at three industry conferences.

Acquisition criteria

Geography: Texas, Oklahoma, Wyoming, Nebraska, Kansas, Utah, New Mexico, Arizona
Minimum cash flow: $250,000 – $300,000
Type: Simple service-based businesses · recession resistant

Advisory & deal support team

- In-house underwriting
- Acquisitions.com as buy-side advisory team
- After LOI acceptance: quality of earnings support, legal team, dedicated lending partners

> **This is what the broker sees** before they decide whether to take your call — which is why it gets written properly rather than filled in from a form.

Accounts opened on every platform

A complete buyer identity built for you — marketplace logins, broker portals and auction sites, created, verified and maintained so you arrive as an established buyer rather than an anonymous signup.

Account credentials — managed per client

We open and run your accounts on every platform

A separate buyer identity per client — marketplace logins, broker portals, auction sites and the tools that sit behind them. Created, verified, warmed, and maintained by us.

	Client	Buyer email	BizBuySell	Password	BizQuest	Password	BusinessBroker	Password	LoopNet	Password	DealStream
1	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
2	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
3	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
4	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
5	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
6	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
7	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
8	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
9	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
10	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
11	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
12	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
13	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
14	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
15	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
16	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
17	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
18	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
19	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
20	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
21	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
22	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
23	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
24	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
25	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
26	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
27	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
28	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]

Why it matters. Brokers and marketplaces treat a buyer with a complete, established profile very differently from a fresh anonymous signup. Credentials are held securely and never shared between clients.

20+ PLATFORMS PER CLIENT

02 Listed

Sixteen marketplaces, scanned daily against your buying criteria. Deals are scored and the strongest are applied to automatically.

Every marketplace, every day

One engine watching all of them, so nothing that fits your criteria gets missed on the day it lists.

SOURCES MONITORED

BizBuySell | BizQuest | DealStream | BusinessBroker.net | BusinessesForSale | BusinessMart | LoopNet | Axial | Sunbelt | Transworld | Synergy | KMF | Business Modification | Vested | Showcase | Realmo

Deals scored, then applied to automatically

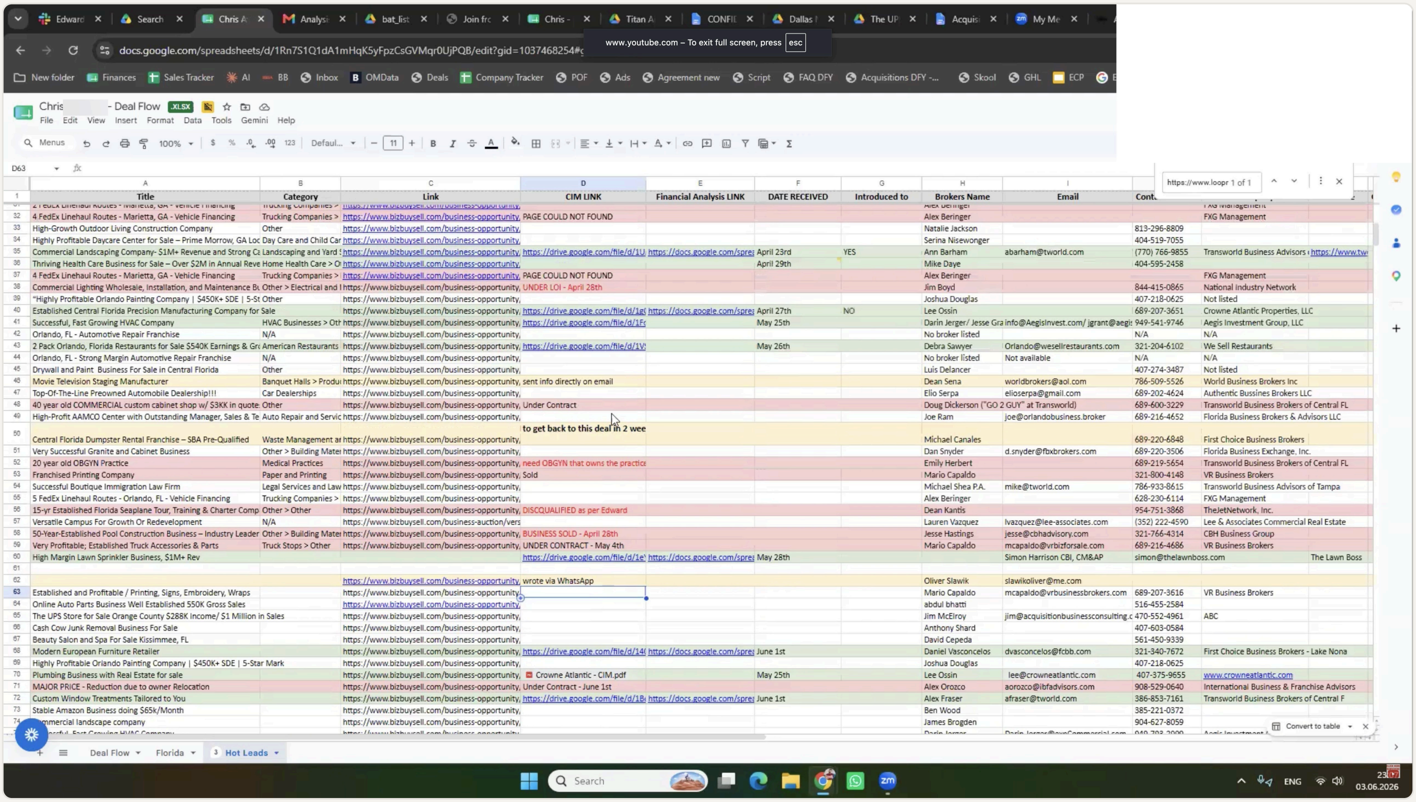
Every listing is scored against your buy box. Top-scoring deals are submitted for you — up to 50 a day — and tracked through every stage.

Listings monitored	500
Submitted on your behalf	automatic
Daily submission ceiling	50
Stages tracked	6

NEW | FITS FILTER | QUEUED | SUBMITTED | REPLIED | NDA RECEIVED

Your live deal board

Colour-coded by stage: under LOI, under contract, sold, or passed — with the reason recorded.



What we capture on every deal

Location, revenue, EBITDA, cash flow, year established, employee count, seller type and intermediary — before anyone spends time reading it.

H	I	J	K	L	M	N	O	P	Q	R	
LOCATION	STATE	DATE ADDED	REVENUE	EBITDA	CASH FLOW	YEAR ESTABLISHED	NUMBER OF EMPLOYEES	SELLER TYPE	INTERMEDIARY NAME	INTERMEDIARY FIRM	INTER
Alpharetta, GA	Georgia	04/17/2026	$3,086,925	Not Disclosed	$525,000	2020	8	agent	Stuart Levenberg	The Business House Inc.	470-3
Roswell, GA	Georgia	04/17/2026	$3,250,000	$365,000	Not Disclosed	2009	40	owner	Thiago Pereira		678-5
Atlanta, GA	Georgia	04/17/2026	$1,100,000	Not Disclosed	$323,500	2019	16	owner	Bobby McMurray		678-8

03 Pre-market

Relationships with brokers across the country, so their listings reach you before they reach the market.

A national broker network

Name, firm, direct contact and credentials — heaviest in Florida, California and Texas, with coverage in every state we buy in.

Brokers in the network	2,737
With direct contact	1,228
Worked each week	150–200

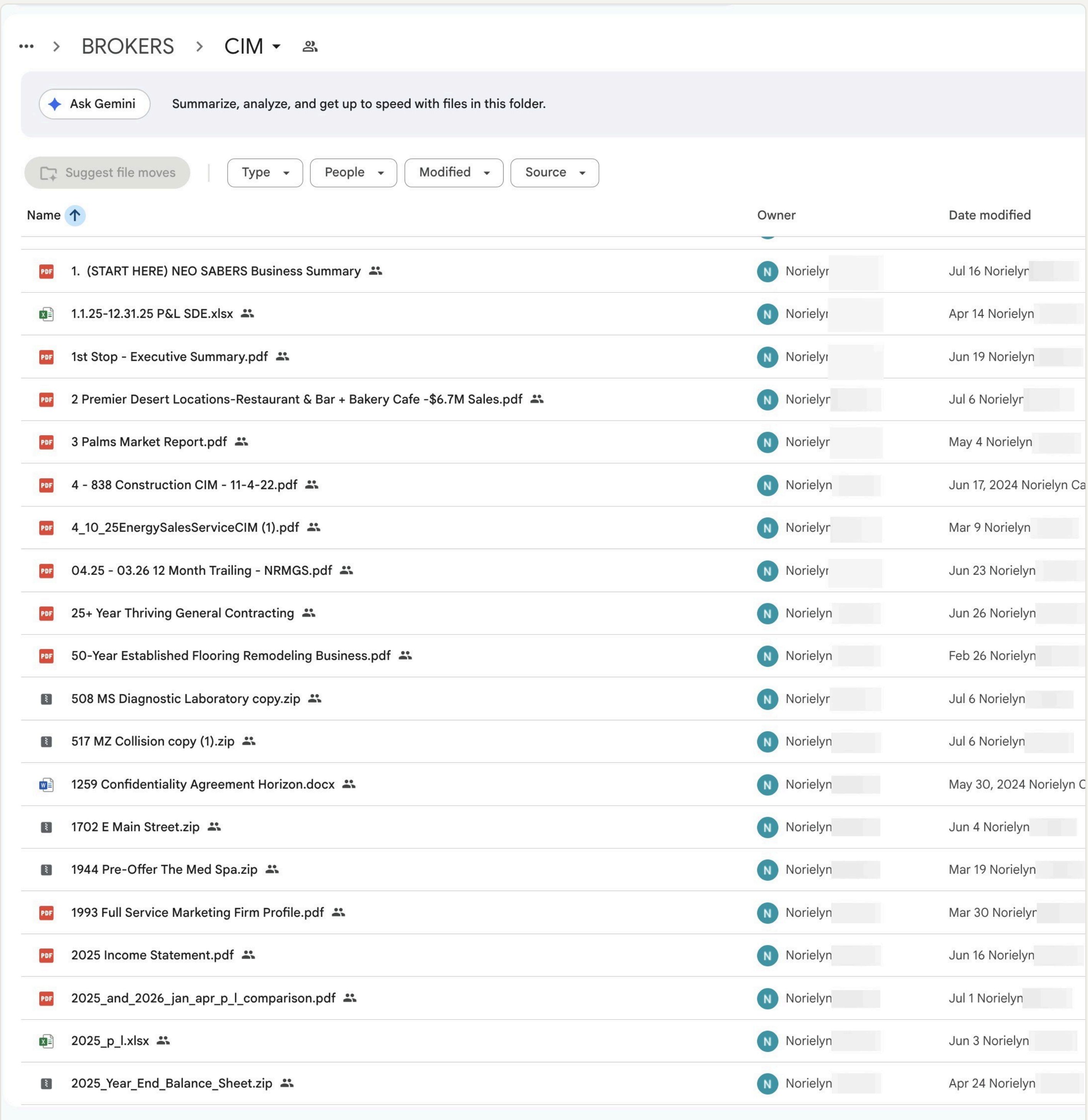
How the relationship gets built

A structured sequence over two weeks — introduction, credentials, your buy box, then a direct ask for anything not yet listed.

1. **Introduction** — who the buyer is and what they're funded to acquire
2. Credentials and the specific buy box
3. Market note — what we're seeing in their sector
4. **The ask** — anything pre-market? NDAs signed same day
5. Close the loop and keep the relationship warm

What comes back

Confidential memoranda, executive summaries, P&Ls, income statements, balance sheets and financial recasts — filed per deal, per client, and read in full.



71 RECEIVED IN 30 DAYS

04 Off-market

Going directly to owners who never listed. The hardest channel to run, and where the least competitive deals are.

What it takes to run this properly

Five separate systems that have to work together. This is the part almost nobody builds.

1. Build the owner list from public data **SCRAPING**
2. Enrich with verified contact details **APOLLO · CLAY**
3. Stand up dedicated sending domains **10–20 DOMAINS**
4. Warm them so mail lands in the inbox **2–3 WEEKS**
5. Run outreach at volume, monitored daily **INSTANTLY**

Databases most buyers never see

Private company data covering millions of businesses that will never appear on a listing site.

- SourceCo · 200M+ businesses
- Grata · 16M companies
- Kumo · 100K+ live deals
- SourceScrub · 15M+
- Inven · 23M companies
- PrivSource
- IBBA Directory
- SearchFunder

Approaching the owner directly

A three-week sequence to an owner who has never thought about selling — opening with a qualified buyer, closing with a reason to reply either way.

Owners approached weekly	100–150
Sequence length	21 days

05 We act as the buyer

Applications, NDAs and every piece of correspondence go out under your name, from your address — so brokers deal with a buyer, not an agency.

NDAs signed and returned same day

Confidentiality and non-circumvention handled for you, so nothing waits on paperwork.

NON-DISCLOSURE AND CONFIDENTIALITY AGREEMENT

Date: 07/07/2026
Re: Established Luxury Watch E-Commerce Business For Sale (the "Business")

This Non-Disclosure and Confidentiality Agreement (the "Agreement") is entered into by the undersigned prospective buyer ("Buyer") for the benefit of the broker representing the Business (the "Broker") and the owner(s) of the Business (the "Seller"). In consideration of being furnished confidential information regarding the Business, Buyer agrees as follows:

1. Confidentiality. All information furnished regarding the Business, whether written or oral, including its identity, financial statements, customer and supplier information, and trade practices (the "Confidential Information"), will be held in strict confidence and used solely to evaluate a possible acquisition of the Business.

2. No Disclosure. Buyer will not disclose Confidential Information to any third party except professional advisors who need it for the evaluation and who agree to confidentiality terms at least as restrictive as this Agreement. Buyer remains responsible for any breach by its advisors.

3. No Contact. Buyer will not contact the Seller, or the Business's employees, customers, suppliers, or landlords, except through the Broker.

4. Non-Circumvention. All negotiations, offers, and inquiries regarding the Business will be conducted exclusively through the Broker, and Buyer will not circumvent the Broker in any transaction involving the Business for a period of two (2) years from the date below. Should Buyer purchase or lease the Business during that period, Buyer will protect the Broker's right to its fee under the Broker's agreement with the Seller.

5. Return of Materials. Upon request, Buyer will promptly return or destroy all Confidential Information and any copies.

6. No Representation. Buyer understands that neither Broker nor Seller makes any representation or warranty as to the accuracy or completeness of the Confidential Information, and Buyer will independently verify all information material to its decision.

7. Term. The obligations of this Agreement remain in effect for two (2) years from the date below.

Agreed and accepted by Buyer:

06 Analysis

The same questions asked of every business, then a human argues with the answers. This is where deals get killed before they cost you money.

Where the real risk shows up

Earnings falling year over year, labour running above the industry ceiling, expenses that can't be categorised, an owner who is the business.

F	G
Deal Notes	
Overall i think the deal is too overvalued and is going down, 13 years established	
SDE dropped significantly from $841,208 in 2024 to $513,593 in 2025	
At 35.59%, labor costs are significantly higher than the industry average "High" of 25%	
The 2025 performance dip is partially attributed to the owner stepping back from active oversight	
While options exist, one main lease expires in May 2027.	
The owner currently works approximately 5 hours per week and is described as semi-absentee.	
NO MANAGER, however the SDE was calculated assuming a full time manager.	
Questions	
Can you provide a detailed breakdown of the $327,000 drop in SDE between 2024 and 2025 beyond "industry-wide decline" ?	
What is the specific timeline and remaining capital expenditure required to fully operationalize the new lounge and event space	
Why are labor costs currently 10% higher than the industry high average, and what is the plan to normalize this?	
Given the "semi-absentee" status, what specific responsibilities does the owner still handle in those 5 hours?	
What portion of the current $4.6M in sales is expected to migrate to the new event space versus being entirely new "incremental" revenue?	
Are there any specific "Uncategorized" expenses ($118,998 in 2025) that could be further optimized post-sale	
Hiring	
Since the current owner has stepped back and performance has dipped, a strong "hands-on" manager may be needed to bring labor costs (35.59%) back in line with industry standards (20-25%)	

Your due diligence report

Executive summary · revenue quality & trends · add-back audit and normalised earnings · margin and cost structure · working capital · verification checklist · operations · customers · competitive position · transition terms · growth plan · risk register · recommendation and proposed structure.

Acquisitions.com

DUE DILIGENCE REPORT
JULY 6, 2026

Palm Desert Door & Hardware

Confidential — prepared for the buyer by Acquisitions.com. Built from the CIM document(s).

1. Executive Summary

Palm Desert Door & Hardware (PDD&H) is a 45-year-old (established 1980, under current ownership since 1997) door, hardware, and finish-carpentry business serving the Coachella Valley from an 8,783 SF building plus mezzanine at 73605 Dinah Shore Drive in Palm Desert, CA. The business sells interior and exterior doors, hardware, pulls, hinges, moldings and related product, and installs virtually everything it sells through an eight-person in-house crew. It is the only supplier in the Coachella Valley to stock Emtek hardware and is widely regarded as the local go-to for in-stock hardware and finish-carpentry supply.

The headline numbers: 2025 gross income (revenue) of $5,245,487, gross profit of $2,691,791 (51.3% gross margin), and Seller's Discretionary Earnings of either $1,052,228 (per the Executive Summary page) or $1,041,672 (per the Financial Highlights page) — a discrepancy we address below. The business is offered at $2,800,000, with the real estate offered separately at $2,149,000 (total $4,949,000 if both are taken). Included in the business price are approximately $300,000 of equipment and $205,000 of inventory. The deal is positioned for SBA financing, transfers via sale of corporate stock, and the sellers (a husband-and-wife team) are retiring and willing to train.

What makes this attractive: First, the earnings trajectory is genuinely strong — SDE has climbed from $630,476 (2022) to $768,798 (2023) to $817,868 (2024) to ~$1.04–1.05M (2025), a near-67% increase over three years on roughly flat revenue, meaning margin expansion (not just top-line growth) drove the gains. Second, the price is compelling: at ~$2.8M on ~$1.04M normalized SDE, the business trades near 2.7x — below the 3.0–4.5x range typical for established, licensed, essential-service trade businesses. Third, revenue is diversified across product sales (56%) and installation labor (44%), across residential and commercial customers, and installation creates a service moat that pure-distribution competitors lack. Fourth, there is a credible, un-monetized growth lever: the business does over $5M with no ecommerce, no customer database, and no organized marketing — a buyer with even modest marketing infrastructure has real upside.

What to nail down before close: First, the C-6 contractor license is not transferable and roughly 44% of revenue is installation labor that legally requires it — the buyer must secure a licensed qualifier (own license or seller as RME) before or at close, or that revenue stream is at risk. Second, the SDE reflects NO building rent or debt service; the buyer must underwrite either market rent or real-estate debt service, which materially reduces true free cash flow and is the single biggest adjustment to the headline SDE. Third, the ~28% SDE jump in 2025 needs a Quality-of-Earnings confirmation that it is a durable mix shift toward installation rather than one or two large non-recurring jobs. Fourth, the two conflicting 2025 SDE figures must be reconciled to tax returns.

Our overall read: This is a well-run, cash-generative, essential-service business at an attractive multiple with a clean retirement-motivated seller and a real growth story. For a California home-services operator like Jim Van Natter, the strategic fit is strong — installation labor, trade licensing, and contractor relationships are all in his wheelhouse. The deal is worth pursuing aggressively at the LOI stage. The work between LOI and close is about (a) confirming the earnings are what they appear to be, (b) solving the license, and (c) getting the real-estate-cost adjustment right so the buyer underwrites true post-rent cash flow. None of these are deal-killers; all are solvable in diligence.

2. Revenue Quality & Trends

Revenue composition is disclosed at two levels of detail. At the top line, 2025 revenue of $5,245,487 splits into Product Sales of $2,945,453 (56%) and Installation Income of $2,300,034 (44%). Within product sales, the CIM breaks the mix approximately as: doors 30%, hardware 20%, windows 5%, moldings 5%, baseboard 5%, and retail sales 30%. Installation income specifically was cited as ~43% of company revenue in 2025 (consistent with the 44% derived from the revenue table). This is a healthy, diversified revenue base for a business this size — no single product category dominates, and the product/service split gives the buyer two distinct margin pools.

The three-year trajectory shows remarkable stability with recent strength. Revenue ran $4,936,767 (2022), $4,801,717 (2023), $5,375,203 (2024), and $5,245,487 (2025) — essentially oscillating in a tight $4.8M-$5.4M band. What stands out is that installation income has grown steadily and meaningfully every year: $1,789,724 (2023) to $2,039,124 (2024) to $2,300,034 (2025), a +28.5% two-year climb. Product sales, by contrast, peaked in 2024 ($3,335,627) and pulled back in 2025 ($2,945,453). The story the numbers tell is a deliberate or organic shift toward higher-labor-margin installation work — which is exactly what drove SDE up while revenue stayed flat. This is a favorable mix shift if durable: installation adds labor margin on top of product margin and deepens customer relationships. To confirm in diligence, request a job-level revenue detail for 2024-2025 to verify the installation growth is broad-based across many jobs rather than concentrated in a handful of large projects that may not repeat.

Recurrence and repeatability are structurally supported but not contractually documented. The CIM's investment thesis correctly notes doors and hardware are non-discretionary (every build, remodel, and tenant improvement needs them) and that replacement demand recurs (hinges fail, locks upgrade, exterior doors rot, commercial code changes force replacements). The customer base is described as diversified — residential and commercial contractors, direct end users, and DIY customers. However, the CIM provides no explicit customer-concentration data (no top-10 customer schedule, no percentage from largest account). For a contractor-supply-plus-installation business, concentration risk is real: a few large builders or GCs can represent a disproportionate share. To confirm in diligence, request a customer concentration report showing revenue by top 10-20 customers for the last three years; a red flag would be any single customer above ~10-15% of revenue or the top 5 exceeding ~40%.

Seasonality is not addressed in the CIM. The Coachella Valley is a seasonal market (peak winter/spring season, hot slow summers), and construction and remodeling activity there typically follows the seasonal-resident calendar. To confirm in diligence, request monthly revenue for the last 24-36 months to map the seasonal curve — this matters both for working-capital timing and for structuring the debt-service coverage cushion. Do not treat this as a negative; simply size it.

Pricing power appears solid but is qualitative in the CIM. The business is described as dominating competitors through in-stock breadth (the only Emtek in-stock dealer in the valley) and expert service, and it operates with no formal marketing — meaning growth has come purely on reputation and word of mouth. The 51% gross margin (below) is consistent with a business that is not competing purely on price. Pricing power is best confirmed by reviewing whether margins held through the 2021-2023 material-cost inflation period, which the rising gross-profit dollars suggest they did. Finally, note the CIM itself flags multiple un-tapped revenue channels — ecommerce/web retail, in-stock (rather than special-order) doors, social/print/consumer-show marketing, and a customer database/CRM. These are genuine upside options, not baked into the current numbers, and a buyer should value them as free optionality rather than paying for them today.

3. Add-Back Audit & Normalized Earnings

The CIM's SDE presentation is relatively thin on itemized add-backs, so this audit works from what is disclosed and flags exactly what must be requested to complete the picture. The key disclosed facts: 2025 SDE is stated as $1,052,228 (Executive Summary) and $1,041,672 (Financial Highlights); 2025 payroll excluding owners is $1,033,208; there are 17 full-time employees and no part-timers; and the Revenue Notes state that SDE reflects NO building loan or rent expense, and that $55,000 has been added back to expenses per year to replace one owner.

Add-back 1 — Owner replacement wage / single-owner add-back of $55,000/yr. VERDICT: PARTIAL. The CIM explicitly says $55,000 was added back 'to replace one owner,' implying only one of the two working owners' compensation is normalized out and the other owner's role is being cost-loaded back in at $55K. The problem is role-versus-cost mismatch. The CEO co-owner performs the technical, hard-to-replace functions — all plan-based takeoffs (8-10 hrs/week), ordering for all jobs, job-site walks for new construction, opening the location, and overseeing front-entry door systems. The second co-owner handles AP and HR at ~6 hrs/day, 4 days/week. A $55,000 replacement cost is realistic for the administrative/AP/HR role but is almost certainly too low to replace the CEO's estimator/operations function, which in this trade commands $85,000-$120,000+. An SBA lender will accept an owner add-back only to the extent the buyer credibly steps into the working role; if the buyer will NOT perform takeoffs and ordering personally, the lender (and the buyer) should load a realistic second manager/estimator salary. To confirm in diligence, obtain the detailed add-back schedule and both owners' W-2/officer compensation; underwrite a combined replacement labor cost of roughly $135,000-$165,000 for the two working owners rather than a single $55K figure if the buyer intends to be a manager rather than an owner-operator.

Add-back 2 — Absence of building rent / debt service in SDE. VERDICT: NOT AN ADD-BACK — IT IS AN OMISSION THE BUYER MUST FUND. The CIM is transparent that SDE 'reflects no building loan or rent expense.' This is standard for a business sold with its real estate, but it is the single most important adjustment to the headline number. Whether the buyer buys the building ($2,149,000) or leases it, there is a real occupancy cost that must be subtracted from SDE to reach true operating cash flow. At an estimated market rent for ~8,783 SF of Palm Desert industrial (plus the 4,560 SF secure yard and mezzanine) of roughly $1.10-$1.40/SF/month, occupancy cost is on the order of $115,000-$150,000/year. If the buyer instead finances the $2.149M real estate on an SBA 504 or

equivalent (~25-year amortization at ~7-8%), annual debt service is roughly $180,000-$200,000. Either way, the buyer should mentally reduce the ~$1.04M SDE by ~$115,000-$150,000 of occupancy cost to reach the true 'as-a-tenant' cash flow of roughly $890,000-$925,000 before the buyer's own compensation. Note also the $1,031/month HOA — confirm whether this is already in the expenses or additive.

Add-back 3 — The $10,556 discrepancy between the two 2025 SDE figures ($1,052,228 vs $1,041,672). VERDICT: RECONCILE; UNDERWRITE THE LOWER FIGURE. This is not itself an add-back but an unexplained inconsistency that undermines confidence until resolved. It is small in dollar terms (~1%) but must be tied out to the tax return / accountant's workpapers. Until reconciled, underwrite to the more conservative, detailed Financial Highlights figure of $1,041,672.

Items NOT disclosed but standard to expect — request and quantify each: (a) owner health insurance, auto, and personal vehicle expenses — note the 2023 GMC Yukon is explicitly excluded from the sale, so confirm whether its cost ran through the P&L; the equipment list also shows a 2023 Ford F-150 currently financed that will be paid off, so confirm the interest/depreciation treatment; (b) one-time/non-recurring professional, legal, or repair costs; (c) any above-market family payroll; (d) discretionary travel, meals, entertainment. Each legitimate personal expense running through the business is a defensible add-back if documented on the tax return.

NORMALIZED EARNINGS THE BUYER SHOULD UNDERWRITE: Start from the conservative stated SDE of $1,041,672. Deduct occupancy cost the SDE ignores (~$130,000 at market rent midpoint). Deduct the shortfall on the owner-replacement add-back if the buyer will not personally do takeoffs/estimating (~$80,000-$100,000 incremental over the $55K already loaded). That yields a buyer-relevant, manager-run 'adjusted cash flow before buyer salary and before acquisition debt service' of roughly $810,000-$830,000; on a true owner-operator basis (buyer performs the CEO role and pays market rent), roughly $910,000. RESULTING REAL MULTIPLE: On the $2,800,000 business price, the ~$1,041,672 reported SDE implies ~2.7x — the headline. On the more conservative, occupancy-and-labor-adjusted figure of ~$820,000-$910,000, the effective multiple is ~3.1-3.4x. Both are reasonable-to-attractive for a licensed, essential-service trade business; the point is that the buyer should build the model on the adjusted ~$820K-$910K, not the ~$1.04M, so the debt-service-coverage math is honest.

4. Margins & Cost Structure

Gross margin is a standout strength. Reported gross profit was $2,065,316 on $4,936,767 (41.8%) in 2022, $2,252,051 on $4,801,717 (46.9%) in 2023, $2,610,067 on $5,375,203 (48.6%) in 2024, and $2,691,791 on $5,245,487 (51.3%) in 2025. That is a steady, roughly 950-basis-point expansion in gross margin over three years. For a door/hardware distributor, pure-product gross margins typically run in the 25-35% range; the fact that PDD&H blends to over 50% is a direct function of its installation mix — installation labor carries a much higher gross margin than distributed product. The rising installation share (to 44% of revenue in 2025) is therefore the mechanical driver of both the margin expansion and the SDE jump. This is a favorable structural feature, but it also means the buyer's margin is partly a labor-margin story, which makes the installation crew and the C-6 license central to protecting it. To confirm in diligence, request gross margin split between product and installation separately for three

years, so the buyer can see each pool's true margin and how much of the blended 51% depends on labor.

On the operating-cost side, the dominant line is payroll: $1,033,208 in 2025 excluding owners, supporting 17 full-time employees (no part-time). That is an average of roughly $60,800 per employee — reasonable for a mix of installers, warehouse staff, drivers, sales, and admin in the Inland Empire/desert market. The team is notably tenured: a Project Manager of 20 years (bidding and field-crew oversight), an Office Manager of 13 years (billing and AR), and a Sales lead of 8 years, plus eight installation professionals. This depth is a genuine asset that mitigates some key-person risk, though the CEO's estimating/ordering role remains the concentration point (see Add-Back Audit). Materials/COGS is the largest single cost overall (revenue less gross profit implies ~$2.55M of COGS in 2025) and exposes the buyer to supplier pricing and availability across the disclosed vendor roster (American Building Supply, Andersen, Jeld-Wen, Orepac, Woodgrain, Metrie, TruStile, Windsor, LaCantina, Emtek, and others). To confirm in diligence, request the top-supplier concentration and any volume-rebate or preferred-dealer agreements, and confirm whether the Emtek in-stock exclusivity is contractual and transferable.

Occupancy cost is the line most conspicuously understated in the presented numbers — because it is absent entirely from SDE. As detailed in the Add-Back Audit, the buyer must insert ~$115,000-$150,000/year of market rent (or ~$180,000-$200,000 of real-estate debt service if buying). The monthly HOA of $1,031 (~$12,400/year, covering landscaping, lighting, parking-lot maintenance, exterior paint, and landscape watering) should be confirmed as either already-in-expenses or additive. Utilities, insurance (general liability plus contractor/installation coverage), vehicle costs for the eight-vehicle fleet, and the two Sharp copier leases the buyer must assume are all normal-course items to verify. The copier leases and the printer-lease liability the buyer must assume are minor but should be quantified.

One cost-structure caveat worth flagging: the CIM notes the business runs with no marketing spend at all. That means the current cost structure is 'lean' partly because a normal growth-oriented operator would ADD cost (a marketing/ecommerce hire estimated at ~$65,000/yr, and potentially a licensed qualifier at ~$80,000-$100,000/yr if the buyer is not C-6 licensed). These are optional growth investments, not required to sustain the current run-rate, but the buyer should model them explicitly rather than assume the current cost base is the go-forward base. Netting it out: the reported margins are real and impressively strong, but the buyer's true operating margin after inserting market occupancy cost and a realistic full management-labor load will be meaningfully lower than the headline SDE margin suggests — plan around a normalized operating cash flow of ~$820,000-$910,000 as established above.

5. Working Capital & Balance Sheet

The CIM provides limited balance-sheet detail, so this section frames what a buyer should expect to fund and exactly what to request. This is a distribution-plus-installation business, which means it carries meaningful working capital — inventory, accounts receivable, and work-in-process — that a stock sale will typically convey but that the buyer must be able to finance from day one.

Inventory: The sale includes $205,000 of inventory. For a business doing ~$2.55M in COGS, that implies inventory turns of roughly 12x, which is fast and consistent with a mostly special-order model (the CIM confirms all doors are currently special-order rather than stocked). The $205,000 is largely the in-stock hardware, moldings, and Emtek display/stock. To confirm in diligence, request a current inventory listing with aging and condition, and confirm how slow-moving or obsolete stock is valued — a red flag would be a large gap between book inventory and the $205,000 figure, or significant dead stock. Because the sale is structured as a sale of corporate stock, the buyer inherits the inventory at the company's basis; confirm the $205,000 is the actual on-hand value at close, not a historical estimate.

Accounts receivable and WIP: With 44% of revenue coming from installation and a customer base heavy in contractors and commercial clients, expect a real AR balance and likely retention/progress-billing dynamics on larger installation jobs. This is the most important working-capital item and it is not quantified in the CIM. To confirm in diligence, request an AR aging as of a recent month-end and for the last three year-ends, plus a schedule of open jobs/WIP (deposits collected, costs incurred, amounts still to bill). A stock sale means the buyer generally acquires the AR and assumes the AP; the LOI should specify a target/peg net working capital level to be delivered at close, with a true-up. Red flags: AR aging heavily beyond 60-90 days, disputed balances, or large customer deposits that represent unearned obligations the buyer must perform.

Accounts payable and assumed liabilities: The CIM explicitly states the buyer must assume the printer/copier leases (the two Sharp copiers), and that the 2023 Ford F-150 is currently financed and 'will be paid off' before or at close. To confirm in diligence, get the payoff confirmation on the F-150 in writing so it conveys free of the lien, and get the copier lease terms (remaining term, monthly payment, buyout). Also request a full UCC lien search on the corporation — because this is a stock sale, the buyer inherits ALL corporate liabilities, disclosed or not. This makes a lien search, tax-clearance certificate (California FTB/EDD/CDTFA), and representations on undisclosed liabilities essential; the stock-sale structure is the single biggest balance-sheet risk factor and warrants indemnification and possibly a portion of price held in escrow.

Equipment and capex condition: The sale includes ~$300,000 of equipment, described across a fleet of eight vehicles (2005-2023 Chevy/Ford flatbeds, vans, and utility/pickup trucks), a woodworking shop (planer, dust collection, and finishing equipment visible in photos), and warehouse racking. The vehicles are described as 'Good' condition but skew older — three are 2011-2014, meaning the buyer should anticipate near-term fleet-replacement capex on the oldest units within the first 1-3 years. The building itself (2006 construction, ~19 years old, Class C concrete tilt-up, 400-amp service, 16-ft clear warehouse, two grade-level loading doors, full sprinklers) is in structurally sound shape per the 2006/2018 appraisal excerpts, with an estimated 38-year remaining economic life as of the 2018 inspection. To confirm in diligence, request the full asset list the CIM references ('too much to list'), a fleet-condition/mileage schedule, and — if buying the real estate — a current roof and HVAC assessment (the roof condition was expressly not warranted in the appraisal).

What to fund at close: The buyer should plan to finance (1) the acquisition price and, if applicable, the real estate; (2) the conveyed working capital — inventory (~$205K) plus net AR less AP, which could add several hundred thousand dollars of funded working capital depending on the AR/AP balances still to be quantified; (3) a working-capital reserve to bridge the seasonal revenue curve and installation-job cash-flow timing; and (4) near-term fleet capex. To confirm in diligence, obtain interim monthly balance

sheets to establish a normalized net-working-capital peg. The net message: the balance sheet is not alarming, but the stock-sale structure and the un-quantified AR/WIP make thorough balance-sheet diligence non-negotiable, and the LOI should include a working-capital peg and a robust liability-indemnification package.

6. Financial Verification Checklist

The following documents should be requested immediately upon LOI acceptance and reviewed by a CPA performing a focused Quality-of-Earnings analysis. Each item includes why it matters and what a red flag looks like.

1. Federal and California business tax returns, last 3-4 years (2022-2025). WHY: The tax return is the anchor document — SDE and the add-backs must reconcile up from the tax return, not down from a broker's spreadsheet. Reconcile revenue on the returns to the $5,245,487 (2025) and prior-year figures in the CIM. RED FLAG: Revenue or net income on the tax return materially below the CIM figures, or an inability to tie the two 2025 SDE figures ($1,052,228 vs $1,041,672) to the return.

2. Year-end and interim P&Ls and balance sheets, monthly for 2024-2025 plus annual 2022-2023. WHY: To map seasonality, verify the installation-mix shift that drove the 2025 SDE jump, and establish a working-capital peg. RED FLAG: A revenue or margin spike concentrated in one or two months or one or two large jobs (suggesting non-recurring earnings), or P&L figures that diverge from the tax returns beyond normal book-to-tax differences.

3. Full add-back / SDE reconciliation schedule from the seller's accountant. WHY: To verify the $55,000 owner-replacement add-back, quantify all personal/discretionary expenses run through the business, and confirm the treatment of the excluded 2023 GMC Yukon and the financed 2023 F-150. RED FLAG: Add-backs that cannot be traced to specific general-ledger accounts, or aggressive add-backs (e.g., 'normalized' revenue, unsupported one-time expense claims).

4. Bank statements, last 12-24 months, and merchant/credit-card processing statements. WHY: To confirm deposits reconcile to reported revenue (the ultimate cash-verification test) and to see the true cash-flow seasonality. RED FLAG: Deposits materially below reported revenue, large unexplained transfers, or heavy owner draws inconsistent with the reported compensation.

5. Payroll register and W-2/officer-compensation detail. WHY: To verify the $1,033,208 non-owner payroll, confirm the 17 FTE headcount, identify the compensation of the tenured key employees (Project Manager, Office Manager, Sales lead), and establish what the two owners actually paid themselves (to test the $55K replacement add-back). RED FLAG: Owner compensation far below market (inflating SDE via under-loaded labor), or key employees paid so far below market they are flight risks post-close.

6. Accounts receivable aging (recent month-end and 3 year-ends) and open-job/WIP schedule. WHY: To quantify funded working capital, assess collection quality, and identify customer deposits representing unearned obligations. RED FLAG: AR heavily aged beyond 90 days, disputed balances, or WIP where deposits have been collected but costs/liabilities remain.

7. Customer concentration report — revenue by top 10-20 customers, 3 years. WHY: The CIM claims diversification but provides no data; installation-heavy trade businesses often carry builder/GC

concentration. RED FLAG: Any single customer above ~10-15% of revenue, or the top five exceeding ~40%, especially if a key account is tied to a relationship with the departing owner.

8. Inventory listing with aging, condition, and valuation basis. WHY: To confirm the $205,000 included inventory is real, current, and salable. RED FLAG: Significant obsolete/dead stock, or book inventory well below the stated $205,000.

9. Full fixed-asset list, fleet condition/mileage schedule, and equipment titles. WHY: To validate the $300,000 equipment value and anticipate near-term replacement capex on the older 2005-2014 vehicles. RED FLAG: Equipment in worse condition than 'Good,' missing titles, or liens on vehicles.

10. UCC lien search, California tax-clearance certificates (FTB, EDD, CDTFA), and corporate liability representations. WHY: This is a stock sale — the buyer inherits every corporate liability. RED FLAG: Undisclosed liens, unpaid payroll or sales tax, or pending litigation/warranty claims.

11. Supplier agreements, volume-rebate/preferred-dealer terms, and the Emtek in-stock arrangement. WHY: To confirm margins are protected and that key vendor relationships (including the Emtek exclusivity that anchors the competitive position) survive the ownership change. RED FLAG: Rebates or dealer status personal to the current owner or terminable on change of control.

12. Contractor license documentation and RME terms. WHY: The C-6 license is non-transferable and ~44% of revenue is installation labor that requires it. Confirm the buyer's pathway (own C-6 or seller as Responsible Managing Employee) and how long the seller will serve as RME. RED FLAG: No workable license bridge, or a seller unwilling to serve as RME long enough for the buyer to qualify — this would put installation revenue at legal risk and must be solved before close.

13. Copier/printer lease agreements, HOA statement, and the F-150 payoff confirmation. WHY: These are the specific assumed obligations the CIM names; quantify them and confirm the F-150 conveys lien-free. RED FLAG: Long-remaining lease terms with high buyouts, or the F-150 not actually paid off at close.

14. Insurance loss runs (general liability and any completed-operations/installation coverage), last 5 years. WHY: Installation work carries warranty and liability exposure; loss history reveals claim patterns. RED FLAG: A pattern of installation defect or injury claims that could signal quality-control or safety issues.

7. Business & Operations

Palm Desert Door & Hardware (PDD&H) is a 45-year-old business (established 1980, under current ownership since 1997) that both sells and installs interior and exterior doors, door and cabinet hardware, hinges, moldings, baseboard, windows, and related finish-carpentry products across the Coachella Valley. It operates from a single owner-occupied location at 73605 Dinah Shore Drive, Unit 300-C, in Palm Desert, in the SI (Service Industrial) zone just off the I-10 at the Monterey exit. The business generated 2025 gross income of $5,245,487 with Seller's Discretionary Earnings reported at $1,052,228 in the executive summary and $1,041,672 in the financial highlights table. That roughly $10,556 discrepancy is small but unreconciled; underwrite to the lower, more detailed figure until the CPA reconciles it in diligence.

The company earns money two ways, and the mix is the single most important operating fact in this deal. In 2025, product sales were $2,945,453 (about 56% of revenue) and installation income was $2,300,034 (about 44%, described elsewhere in the CIM as ~43%). Installation has been the growth engine: it rose from $1,789,724 (2023) to $2,039,124 (2024) to $2,300,034 (2025), while product sales were flatter and actually dipped from $3,335,627 (2024) to $2,945,453 (2025). Within product sales, management estimates the breakdown as doors ~30%, hardware ~20%, windows ~5%, moldings ~5%, baseboard ~5%, and retail/counter sales ~30%. This shift toward higher-labor-margin installation is likely the driver of the SDE expansion from $630,476 (2022) to just over $1.04M (2025) on essentially flat revenue — confirm in a Quality of Earnings review that this is a durable mix shift and not the pull-forward of a large project or two.

The delivery model is a hybrid of retail/wholesale distribution and a field installation trade. Customers include residential and commercial contractors, direct end users, and DIY buyers, who either supply their own installer or use PDD&H's in-house crew. The business is positioned as the Coachella Valley's go-to source for in-stock hardware and finish product — notably the only stockist of Emtek hardware in the valley — and carries a deep bench of brands (American Building Supply, Andersen, Jeld-Wen, Orepac, Woodgrain, Metrie, TruStile, Windsor, LaCantina, and others). One flagged operational constraint worth noting: all doors are currently special-order, with no in-stock door program, which is a stated growth lever rather than a defect.

Facilities and physical plant are a genuine strength. The sale includes (or the real estate is separately priced at) an 8,783 SF building per tax roll (the 2018 appraisal measured ~8,875 SF, split roughly 2,812 SF office / 6,063 SF warehouse) built in 2006 of Class C concrete tilt-up construction, plus an unrostered ~920 SF storage mezzanine, sited on a 19,166 SF (0.44-acre) parcel. Infrastructure includes 400-amp power, two grade-level loading doors, 16-foot warehouse clear height, full fire sprinklers, central HVAC in the office, 20 marked parking spaces (2.3/1,000 SF, above the required ratio), and a ~4,500–4,560 SF fenced secure storage yard. HOA dues run $1,031/month covering landscaping, lighting, lot maintenance and exterior paint. The property is a legal conforming use.

Equipment and fleet convey with the business (estimated value $300,000, included) plus inventory of approximately $205,000. The fleet is aging but serviceable: 2005 and 2012 Chevy flatbeds, a 2011 Chevy van, 2013 Ford F-150 and van, 2014 Ford F-250 utility, 2017 F-150, and a 2023 Ford F-150 currently financed (to be paid off at close). The seller's 2023 GMC Yukon is excluded. There is also a woodworking shop (planer, dust collection, saws visible in photos) supporting custom finish work — T&G ceilings, box beams, closet systems, crown molding. Buyer should obtain the full asset list and verify condition; budget for near-term replacement of the oldest 2005/2011 vehicles.

Systems and software are a clear gap and, correspondingly, an opportunity. The CIM states plainly the business runs with no ecommerce, no customer database, and no organized CRM or marketing system — it has grown on word-of-mouth for decades. Two Sharp copiers are on leases the buyer must assume. Licensing is the critical operational item: the business operates under a California C-6 (finish carpentry) contractor's license held by the seller personally. Contractor licenses attach to individuals, not entities, and are not transferable. A buyer must either hold/obtain a qualifying C-6, employ a qualifying individual, or arrange for the seller to serve temporarily as the Responsible Managing Employee (RME). The seller has indicated openness to acting as RME in certain situations. Current

licensing also includes a business license and seller's permit. Resolve the license pathway before close — it is a condition, not a footnote.

8. Sales, Marketing & Customers

Demand today arrives almost entirely through reputation and relationships. The CIM is explicit that the business has "prospered on just word of mouth momentum for years" with no ecommerce presence, no organized social media, no customer database, and no recurring customer marketing strategy. For a buyer, this is a double-edged finding: it validates the strength of the underlying franchise (over $5M in revenue with zero marketing infrastructure is unusual and speaks to entrenched local dominance), and it exposes the single largest and most controllable growth lever in the deal.

The customer base is broad and diversified across residential and commercial contractors, direct end users, and DIY/retail buyers. That diversification is a meaningful risk-reducer — this is not a business dependent on one or two large builder accounts, at least on its face. That said, the CIM provides no customer concentration data, no repeat-purchase rate, no average ticket, and no split of revenue between contractor accounts and walk-in retail. These are essential diligence requests: ask the broker and seller for a revenue-by-customer schedule for the top 20 accounts over three years, the percentage of revenue from repeat vs. new customers, and any recurring or standing contractor relationships. Given the trade and the 45-year history, we expect concentration to be low and repeat business to be high, but this must be confirmed, not assumed.

What is measurably working: the in-stock model. The business is "widely regarded as the place to go for in stock hardware in the Coachella Valley" and is the only Emtek stockist in the market. In a trade where contractors value same-day pickup to keep jobs moving, holding inventory is a durable competitive advantage that pure special-order competitors cannot match without capital and space. The installation business is also clearly working — its steady climb to 44% of revenue shows the in-house crew is winning share of wallet on jobs where the company already supplies material. Selling product and installing it lets PDD&H capture more revenue per job and control the customer experience end to end, a genuine moat versus product-only sellers.

The untapped channels are specific and well-suited to this trade and market. First, ecommerce and web retail: the CIM itself identifies this as "the single biggest impact to the top line revenue." A transactional or even quote-request website, product catalog, and Google Business presence would capture demand that currently never reaches the company. Second, an in-stock door program: today every door is special-order; stocking popular SKUs for immediate purchase would differentiate further and capture impulse and time-sensitive purchases. Third, a CRM and database-driven remarketing effort to the existing contractor base — even a basic system capturing every buyer and running periodic outreach would lift repeat frequency. Fourth, structured local marketing: social media, targeted print, home/consumer shows, and builder-association relationships in an affluent, growing desert market with heavy new-construction and remodel activity. Fifth, leaning into higher-ticket tailwind categories — smart locks, access control, security hardware, energy-efficient and impact-rated exterior doors — which carry both margin and rising demand. The market backdrop supports all of this: the U.S. doors market was ~$27.7B in 2023 growing to ~$28.7B in 2024, U.S. door hardware ~$9.2B in 2024 growing at ~4.3% CAGR, and door installation services ~$8.5B in 2024. Local demographics reinforce the thesis

— the 1-mile median household income is $106,207 and average is $152,898, and 1-mile population is projected to grow 21% from 2026 to 2031, an affluent, expanding customer pool ideal for premium doors and hardware.

9. Competition & Market Position

PDD&H occupies a strong, differentiated niche in the Coachella Valley. The competitive set for a business like this typically includes big-box retailers (Home Depot and Lowe's — a Home Depot anchors the Monterey Market Place directly west of the subject), lumberyards and building-supply houses, specialty door-and-window dealers, and independent installers and finish carpenters. The CIM positions PDD&H against these on two axes where it wins: depth of in-stock inventory (contractors can pick up finish hardware and product same-day rather than wait on special orders) and the combination of sell-plus-install under one roof. Big boxes cannot match the specialty selection, expert counter advice, or the integrated installation crew; product-only specialty dealers cannot match the installation capture; and independent installers cannot match the inventory and showroom. Being the valley's sole Emtek stockist is a concrete, defensible differentiator in the premium hardware segment.

On pricing, the CIM does not disclose specific price positioning, gross margin by category, or how PDD&H prices relative to competitors. What we can infer is healthy: consolidated gross profit was $2,691,791 on $5,245,487 revenue in 2025, a gross margin of roughly 51%, up from ~42% in 2022 — margin expansion that tracks the shift toward higher-margin installation labor and specialty product. The business appears to compete on availability, expertise, and service rather than on being the cheapest, which is the right posture in an affluent market and consistent with premium-brand stocking. Confirm gross margin by revenue line (product vs. installation) and by product category in diligence to understand where the profit truly sits and how price-sensitive each segment is.

Defensibility post-owner is the central strategic question. Several elements of the moat are structural and transfer with the business: the inventory position, the fenced yard and warehouse, the brand relationships and dealer authorizations, the 45-year local reputation, the physical location just off I-10, and the trained installation crew. These do not walk out the door when the owners retire. However, three elements of the competitive position are owner-linked and must be secured: (1) the C-6 license, which is personal to the seller and non-transferable; (2) the CEO's technical knowledge around plan takeoffs, ordering, job walks, and front-entry door systems, which is the operational engine of the installation business; and (3) informal contractor relationships that may be tied to the owners personally rather than to the company brand. The good news is that key-employee tenure is deep — a 20-year Project Manager who handles bidding and field crews, a 13-year Office Manager over billing and AR, and an 8-year salesperson — which materially de-risks continuity. The competitive position is defensible if the buyer retains these three employees, secures the license pathway, and captures the CEO's takeoff/ordering process during transition. Absent those, the moat erodes over 12–24 months. Prioritize accordingly.

10. Team & Transition

The organization is lean and, importantly, not fully owner-dependent at the operating level. Beyond the husband-and-wife owners there are 17 full-time employees and no part-timers. Three long-tenured key employees anchor the business: a Project Manager with 20 years who handles bidding and oversees field crews; an Office Manager with 13 years who, working alongside one co-owner, runs most billing and accounts receivable; and a salesperson with 8 years who manages customer relationships and advice. The balance of the team covers installation (eight experienced installation professionals), sales, warehouse, drivers, and admin. This depth of tenure is a significant asset — it means institutional knowledge is distributed across the staff, not locked entirely in the owners, and it materially reduces the key-person risk that typically dominates deals of this size.

The owners' real roles need to be understood precisely because the add-back math depends on it. The CEO co-owner works roughly 8 hours/day, 4 days/week and carries the technically demanding work: all plan-based takeoffs (about 8–10 hours/week), opening the location each morning, visiting job sites and performing job walks for new-construction projects, managing ordering for all jobs, and overseeing front-entry door systems. The second co-owner works about 6 hours/day, 4 days/week on accounts payable and human resources. The elsewhere-stated "spouse/partner" schedule of "4 days x 6 hours" aligns with this. Both owners have committed to remain to assist with transition, and both are open to a variety of training and transition arrangements.

Here is the critical financial nuance the prior analysis correctly flagged: the SDE add-back includes only $55,000/year to replace "one owner." That figure plausibly covers the second co-owner's AP/HR role, but it does not fully cover replacing the CEO's technical function. A person who can perform door/hardware takeoffs, manage ordering, run job walks, and oversee front-entry systems is effectively a working general manager / estimator in the finish-trades world and realistically costs $90,000–$130,000/year in this market. If the buyer cannot personally step into the CEO's role, the true replacement cost is higher than the stated add-back, which reduces normalized cash flow. Underwrite conservatively: assume a combined owner-replacement cost in the range of $120,000–$160,000/year unless the buyer intends to work in the business full-time and perform the takeoff/estimating function themselves. For an owner-operator buyer like Jim Van Natter with home-services experience, stepping into the leadership seat is very achievable, but the estimating/takeoff skill and the door/hardware product knowledge are the parts that require the most intensive transition training.

The transition and training period must therefore cover, at minimum: (1) the plan-takeoff and estimating methodology, ideally shadowing the CEO through a full cycle of live bids; (2) the ordering process across all major suppliers, including pricing, lead times, and account terms; (3) front-entry door systems, the most complex product line; (4) vendor and key-contractor relationship introductions to transfer goodwill to the new owner and the retained team; and (5) the C-6 license pathway. We recommend negotiating a robust transition — a paid consulting/RME arrangement of 6–12 months rather than the typical 2–4 weeks — given the technical depth involved, plus a longer-tail phone-support commitment. Likely near-term hires and rough annual costs: a Marketing/Ecommerce Manager (~$65,000) to build the web, database, and marketing infrastructure the CIM identifies as the top growth lever; and, if the buyer is not C-6 licensed at close, a qualifying license-holder/RME (~$80,000–$100,000 salaried, or a fee to the seller as RME) until the buyer obtains their own license. If the buyer does not perform estimating personally, budget for an estimator/GM in the $90,000–$130,000 range as noted above. Retention agreements or modest stay bonuses for the Project Manager, Office Manager, and lead salesperson should be a closing priority.

11. Growth Plan — First 100 Days & Year One

First 100 days — stabilize, retain, and secure the license. The overriding objective in the first quarter is continuity, not reinvention. Step one is locking in the three key employees (Project Manager, Office Manager, lead salesperson) and the eight-person install crew with clear communication, and where warranted, retention agreements or stay bonuses — their departure is the fastest way to damage the business. Step two is completing the intensive knowledge transfer from the CEO on takeoffs, ordering, and front-entry systems, ideally by shadowing live bids and orders through a full cycle. Step three is finalizing the C-6 license arrangement (buyer's own license or seller-as-RME) so field work never pauses. Step four is basic financial hygiene: implement clean monthly reporting, verify the inventory count (~$205,000) and the full asset list, transfer or renegotiate the two Sharp copier leases, and confirm the 2023 F-150 payoff. Step five is a low-cost, high-impact digital foundation — claim and optimize the Google Business Profile, stand up a basic website with the product catalog and a quote-request form, and set up a simple CRM to begin capturing every customer. None of this disrupts operations, and the Google/website work alone can begin capturing demand that currently never reaches the company. Expected impact: a stable, fully-staffed, fully-licensed business with the plumbing in place for growth and no revenue interruption.

Year one — turn the identified levers into revenue. The CIM hands the buyer a growth roadmap; the job is disciplined execution. First, hire the Marketing/Ecommerce Manager (~$65,000) and build out web retail, a real social presence, and a customer database with recurring outreach — the CIM calls ecommerce "the single biggest impact to the top line revenue," and even modest capture in an affluent, growing market of over $5M in current demand is meaningful. Second, launch an in-stock door program: today all doors are special-order, so stocking fast-moving SKUs from key brands captures time-sensitive and impulse purchases and deepens the same-day advantage that already defines the business. Third, lean into high-ticket, high-tailwind categories — smart locks, access control, security hardware, and energy-efficient/impact-rated exterior doors — where average ticket and margin are both rising. Fourth, push installation attach-rates: the crew is the moat and the highest-margin revenue line (already 44% of sales and climbing), so systematically offer installation on every product quote and add capacity if utilization is high. Fifth, formalize contractor relationships with account programs, and pursue builder-association and consumer-show presence to convert the valley's new-construction and remodel activity into named accounts. Rough sequencing: marketing hire and web build in Q1–Q2, in-stock door pilot in Q2, category expansion and installation-attach push in Q2–Q4. Realistic year-one aim is mid-single-digit to low-double-digit revenue growth off the current base, with margin holding as installation mix stays strong — but validate the 2025 SDE spike is durable before capitalizing aggressive projections into the purchase price.

12. Risk Register & Mitigations

qualification before close. Engage a California contractor-licensing attorney pre-offer. This is fully solvable and standard for the trade, but it must be papered.

2. Owner technical knowledge concentration (likelihood: high if under-planned; impact: high). The CEO's takeoffs, ordering, and front-entry expertise drive the install business, and the $55,000 replacement add-back understates the true cost of replacing that role. Mitigation: negotiate a 6–12 month paid transition/consulting period; shadow live bids; document the estimating and ordering process; and either commit the buyer to perform estimating personally or budget $90,000–$130,000 for an estimator/GM. Underwrite normalized SDE using the higher, more realistic owner-replacement cost.

3. SDE figure discrepancy and 2025 spike sustainability (likelihood: certain the question exists; impact: medium). Two 2025 SDE figures are disclosed ($1,052,228 vs $1,041,672), and SDE jumped ~28% in 2025 on roughly flat revenue. Mitigation: commission a Quality of Earnings review; obtain three years of tax returns and P&Ls with the full add-back schedule; reconcile the two figures with the CPA; and confirm the margin expansion is a durable installation-mix shift rather than one-time projects. Underwrite to the lower figure until reconciled.

4. Real estate financing and total capital load (likelihood: certain; impact: medium-high). The business ($2.8M) and building ($2.149M) together require ~$4.95M of financing; SDE is stated with no rent or debt service, so true cash flow after occupancy cost is materially lower. Mitigation: model true cash flow with market rent or real-estate debt service netted out; engage an SBA lender early to pre-qualify the combined deal; and explore separating business and real estate financing (e.g., lease-back or separate SBA 504 on the property) to optimize cash and coverage.

5. Key-employee retention (likelihood: medium; impact: high). The 20-year PM, 13-year Office Manager, and 8-year salesperson are load-bearing; their exit would damage continuity. Mitigation: retention agreements or stay bonuses at close, early and transparent communication, and clear post-close roles. This risk is lower than typical given deep tenure, but it warrants proactive management.

6. Aging fleet and deferred capex (likelihood: medium; impact: low-medium). Several vehicles date to 2005–2013; "Good" condition is seller-stated and unverified. Mitigation: obtain and inspect the full asset list, verify the $300,000 equipment value, and budget for near-term replacement of the oldest units. Confirm roof condition (the 2018 appraisal did not warrant it) via property inspection.

7. Customer concentration / undisclosed detail (likelihood: low-medium; impact: medium). The CIM describes a diversified base but provides no concentration, repeat-rate, or top-account data. Mitigation: request a top-20 customer revenue schedule over three years and repeat-vs-new revenue split. Expected to confirm low concentration given the retail/counter and DIY mix, but verify.

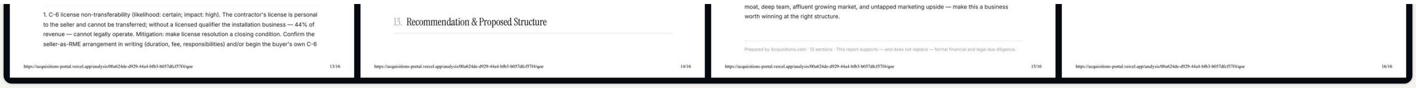
8. Marketing/systems immaturity (likelihood: certain; impact: low as risk / high as opportunity). No ecommerce, CRM, or marketing engine means growth has been passive. Mitigation: this is primarily upside — treat the buildout as the year-one growth plan rather than a defect, while recognizing the business currently has no digital demand-capture safety net.

Recommendation: proceed to LOI, subject to conditions — this is a fundamentally attractive acquisition for an operator like Jim Van Natter, and the analysis supports competing to win it rather than walking. PDD&H is a 45-year-old, essential-service business with a defensible in-stock and sell-plus-install moat, a diversified customer base, deep employee tenure, an owned real-estate option, and a clear, self-evident growth roadmap (ecommerce, in-stock doors, CRM, high-ticket categories) that the current owners have never touched. The SDE trend is genuinely strong — $630K to over $1.04M in three years — and the asking multiple is reasonable. On the lower, conservative 2025 SDE of $1,041,672, the $2.8M business price is roughly 2.7x; on the reported $1,052,228 it is about 2.66x. That sits below typical home-services and specialty-trade multiples of 3–4.5x, which means either a bargain if diligence confirms the numbers or room to negotiate. Van Natter's home-services background is a strong fit for the leadership seat; the gating skill to acquire is estimating/takeoffs, which the transition plan must secure.

Proposed structure. Anchor the offer near the $2.8M business price but make it conditional on (a) reconciliation of the two SDE figures, (b) a satisfactory Quality of Earnings review confirming the 2025 SDE spike is durable, and (c) a resolved C-6 license pathway. Finance via SBA 7(a) for the business and, if the building is acquired, an SBA 504 or separate note on the real estate to optimize coverage — pre-qualify the combined ~$4.95M with a lender before finalizing. A workable capital stack given the material's guidance (SBA down payments of 10–30%) is roughly 85% senior financing, a 10% seller note, and 5% buyer equity, though a stronger equity contribution will improve terms and debt-service coverage once real-estate occupancy cost is netted in. Critically, model true cash flow with market rent or real-estate debt service subtracted and the realistic owner-replacement cost (not just $55,000) applied — the deal must still service debt comfortably on that conservative basis.

Seller note and transition terms. The seller has signaled openness to carrying "a small note depending on the deal terms" — pursue this actively. A seller note of at least 10% on standby, aligned with the retirement timeline, both bridges any valuation/financing gap and keeps the sellers economically invested in a clean transition. Tie a portion of consideration or note forgiveness to transition performance where possible. Negotiate an extended, paid transition: 6–12 months of active involvement covering takeoffs, ordering, front-entry systems, and vendor/contractor relationship handoff, plus a longer phone-support tail — this is more than the standard few weeks and is justified by the technical depth. If the buyer is not licensed at close, secure the seller-as-RME arrangement in writing with defined duration and fee.

Negotiation angles the material supports. Use the unreconciled SDE discrepancy and the unexplained 28% SDE jump as legitimate grounds to require a QoE and to hold price discipline until sustainability is proven. Use the understated owner-replacement add-back to argue normalized cash flow — and therefore justified price — is lower than the headline SDE implies. Use the aging fleet and deferred capex as a modest price or credit lever. Use the bundled real estate to structure flexibly (lease-back vs. purchase) and reduce total cash at risk. Above all, frame these as conditions to close a good deal, not reasons to retreat: the fundamentals — essential product, recurring replacement demand, in-stock


1. C-6 license non-transferability (likelihood: certain; impact: high). The contractor's license is personal to the seller and cannot be transferred; without a licensed qualifier the installation business — 44% of revenue — cannot legally operate. Mitigation: make license resolution a closing condition. Confirm the seller-as-RME arrangement in writing (duration, fee, responsibilities) and/or begin the buyer's own C-6

13. Recommendation & Proposed Structure

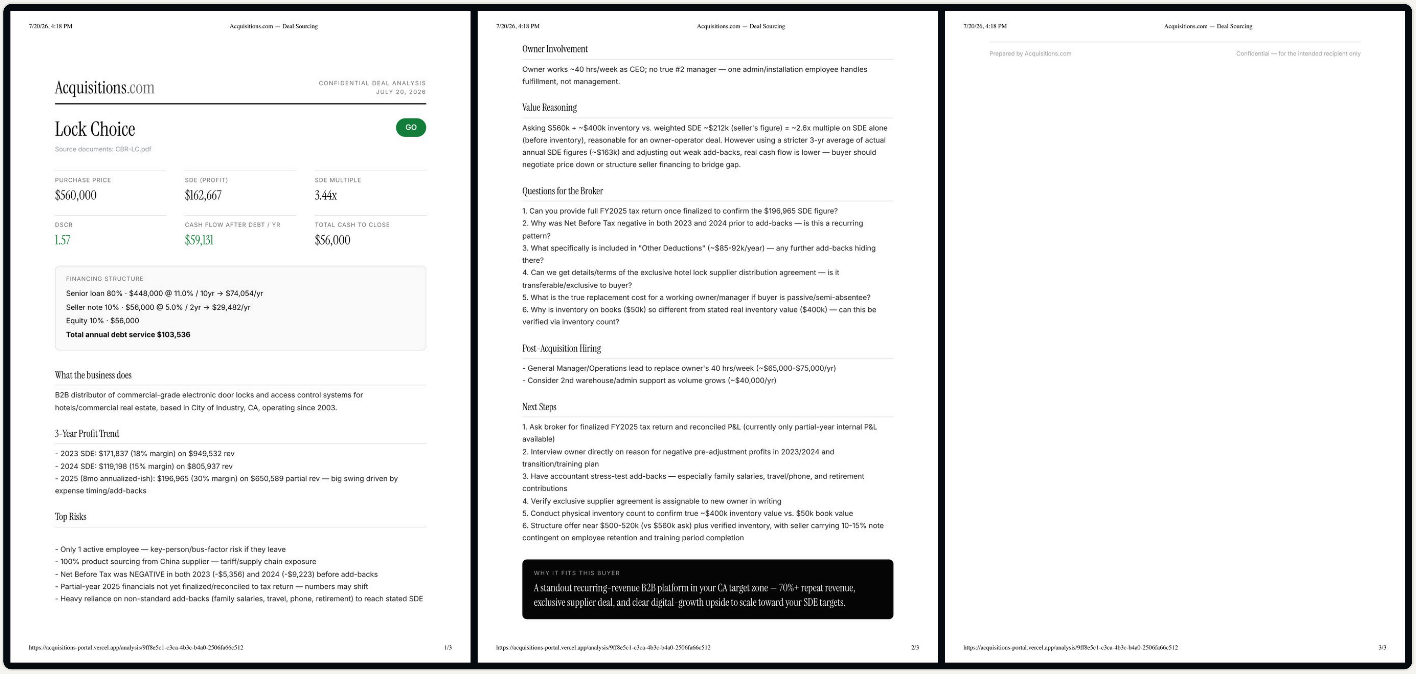
moat, deep team, affluent growing market, and untapped marketing upside — make this a business worth winning at the right structure.

16 PAGES

13 SECTIONS

A short-form analysis on every deal

Headline metrics, financing structure, three-year trend, top risks, owner involvement, the questions to ask, and who you'll need to hire after close.


7/20/26, 4:18 PM Acquisitions.com — Deal Sourcing

Acquisitions.com

CONFIDENTIAL DEAL ANALYSIS
JULY 20, 2026

Lock Choice

GO

Source documents: CBR-LC.pdf

PURCHASE PRICE	SDE (PROFIT)	SDE MULTIPLE
$560,000	$162,667	3.44x
DSCR	CASH FLOW AFTER DEBT / YR	TOTAL CASH TO CLOSE
1.57	$59,131	$56,000

FINANCING STRUCTURE
Senior loan 80% · $448,000 @ 11.0% / 10yr → $74,054/yr
Seller note 10% · $56,000 @ 5.0% / 2yr → $29,482/yr
Equity 10% · $56,000
Total annual debt service $103,536

What the business does

B2B distributor of commercial-grade electronic door locks and access control systems for hotels/commercial real estate, based in City of Industry, CA, operating since 2003.

3-Year Profit Trend

- 2023 SDE: $171,837 (18% margin) on $949,532 rev
- 2024 SDE: $119,198 (15% margin) on $805,937 rev
- 2025 (8mo annualized-ish): $196,965 (30% margin) on $650,589 partial rev — big swing driven by expense timing/add-backs

Top Risks

- Only 1 active employee — key-person/bus-factor risk if they leave
- 100% product sourcing from China supplier — tariff/supply chain exposure
- Net Before Tax was NEGATIVE in both 2023 (-$5,356) and 2024 (-$9,223) before add-backs
- Partial-year 2025 financials not yet finalized/reconciled to tax return — numbers may shift
- Heavy reliance on non-standard add-backs (family salaries, travel, phone, retirement) to reach stated SDE

https://acquisitions-portal.vercel.app/analysis/9f8e5c1-c3ca-4b3c-b4a0-2506fa66c512 1/3

7/20/26, 4:18 PM Acquisitions.com — Deal Sourcing

Owner Involvement

Owner works ~40 hrs/week as CEO; no true #2 manager — one admin/installation employee handles fulfillment, not management.

Value Reasoning

Asking $560k + ~$400k inventory vs. weighted SDE ~$212k (seller's figure) = ~2.6x multiple on SDE alone (before inventory), reasonable for an owner-operator deal. However using a stricter 3-yr average of actual annual SDE figures (~$163k) and adjusting out weak add-backs, real cash flow is lower — buyer should negotiate price down or structure seller financing to bridge gap.

Questions for the Broker

1. Can you provide full FY2025 tax return once finalized to confirm the $196,965 SDE figure?
2. Why was Net Before Tax negative in both 2023 and 2024 prior to add-backs — is this a recurring pattern?
3. What specifically is included in "Other Deductions" (~$85-92k/year) — any further add-backs hiding there?
4. Can we get details/terms of the exclusive hotel lock supplier distribution agreement — is it transferable/exclusive to buyer?
5. What is the true replacement cost for a working owner/manager if buyer is passive/semi-absentee?
6. Why is inventory on books ($50k) so different from stated real inventory value ($400k) — can this be verified via inventory count?

Post-Acquisition Hiring

- General Manager/Operations lead to replace owner's 40 hrs/week (~$65,000-$75,000/yr)
- Consider 2nd warehouse/admin support as volume grows (~$40,000/yr)

Next Steps

1. Ask broker for finalized FY2025 tax return and reconciled P&L (currently only partial-year internal P&L available)
2. Interview owner directly on reason for negative pre-adjustment profits in 2023/2024 and transition/training plan
3. Have accountant stress-test add-backs — especially family salaries, travel/phone, and retirement contributions
4. Verify exclusive supplier agreement is assignable to new owner in writing
5. Conduct physical inventory count to confirm true ~$400k inventory value vs. $50k book value
6. Structure offer near $500-520k (vs $560k ask) plus verified inventory, with seller carrying 10-15% note contingent on employee retention and training period completion

WHY IT FITS THIS BUYER
A standout recurring-revenue B2B platform in your CA target zone — 70%+ repeat revenue, exclusive supplier deal, and clear digital-growth upside to scale toward your SDE targets.

https://acquisitions-portal.vercel.app/analysis/9f8e5c1-c3ca-4b3c-b4a0-2506fa66c512 2/3

7/20/26, 4:18 PM Acquisitions.com — Deal Sourcing

Prepared by Acquisitions.com Confidential — for the intended recipient only

https://acquisitions-portal.vercel.app/analysis/9f8e5c1-c3ca-4b3c-b4a0-2506fa66c512 3/3

07 The numbers

Price, debt, seller note, working capital and equity — modelled before anyone gets attached to a deal.

Does the deal actually service its debt?

Every structure tested against a coverage ratio of 1.5× or better. Below that, the business owns you.

	A	B	C	D
1	Santiago's Bodega - Orlando with Lounge Space		https://drive.google.com/file/d/1VSOPB7zuxqo-wZojoe45xa6pT	Decision
2				
3	Fill **ONLY** the yellow boxed- the rest will auto populate			
4	Suggested Purchase Price [2]	$2,130,000	[With Real Estate included & $388k in assets]	
5	SDE	$677,000	*Last 2 years*	
6	Multiple on SDE	3.15		
7				
8	Loan %	60%		
9	Loan amount	$1,278,000		
10	Interest Rate	11%		
11	Amortization (years)	15	*[Done 15 years on average, because there's RE involved]*	
12				
13	Seller Financing (%)	30%		
14	Seller Financing ($)	$639,000		
15	Interest Rate	5%		
16	Amortization (years)	6		
17				
18	Working Capital	$50,000		
19	**Accounting & Legal + $5k fee**	$30,000		
20				
21	Equity Injection (%)	10%		
22	Equity Injection ($)	$213,000		
23				
24	Loan Debt Service (yearly)	$174,309		
25	Seller Financing Debt Service (yearly)	$123,493		
26	**Total Debt Service (yearly)**	**$297,801**		
27				
28	**DSCR (Debt service coverage ratio)**	2.27	*Should be at least 1.5x*	
29				
30	**Yearly Cash Flow Post Debt Service**	$379,199	Profit	

The model behind the recommendation

Inputs on the left, results calculated on the right, and a clear recommendation at the bottom that a human can override with a reason.

BROKER — NEXT STEPS

John ·

CLIENT UPDATE

no update yet

📝 **YOUR NOTES ON THIS DEAL (TEAM ONLY)**

Save notes

Anything to remember on this deal — a call recap, a number to double-check, a to-do…

Acquisitions.com

DEAL ANALYSIS

Lock Choice

📎 Source: CBR-LC.pdf

Deal & financing (edit)

Purchase price	$ 560,000
SDE (profit)	$ 162,667
Loan %	80 %
Loan interest	11 %
Loan years	10
Seller financing %	10 %
Seller interest	5 %
Seller years	2
Equity %	10 %
Working capital	$
Accounting & legal	$

Results (auto-calculated)

SDE multiple	3.44x
Loan amount	$448,000
Seller financing $	$56,000
Equity injection $	$56,000
Loan debt service /yr	$74,054
Seller debt service /yr	$29,482
Total debt service /yr	**$103,536**
DSCR · want ≥ 1.5	**1.57**
Cash flow after debt /yr	**$59,131**
Total cash to close	$56,000

Decision: Undecided (suggest: GO)

How the purchase gets funded

Most buyers are surprised by how little of the price comes out of their own pocket.

Buyer — down payment	10%
Seller — carries a note	10%
The bank — SBA 7(a)	80%

SBA CEILING NOW $10M

08 Capital

Proving you can pay, then finding the money. Brokers won't release a memorandum without evidence of funds, and the best deals need more than one source.

Proof of funds, on demand

Requested before a memorandum is released. Generated per deal so a broker's request never stalls your position in the queue.

Generate Proof of Funds Letter

Acquisitions.com — internal POF tool

BUYER FULL NAME *

e.g. John A. Smith

BUYER ENTITY (OPTIONAL)

e.g. Smith Holdings LLC

TARGET / DEAL REFERENCE

acquisition of an established U.S.-based business

DATE

20/07/2026

Locked fields (always the same):

- Approved amount: **$500,000 USD**
- Funding window: **10 business days**
- Validity: **90 days**
- Signed by: **Moran Pober, Founder & Managing Partner**
- Issuer: **Acquisitions.com**

Generate Letter →

The letter the broker receives

On letterhead, referenced and dated, pre-qualified to a stated amount, valid 90 days, with a verification contact.

ACQUISITIONS.COM

BUSINESS ACQUISITION CAPITAL

moran@acquisitions.com
support@acquisitions.com
www.acquisitions.com

Date: July 9, 2026

Ref: ACQ-260710-R50OE

PROOF OF FUNDS LETTER

To Whom It May Concern,

This letter confirms that **Jim Var**[redacted] has been pre-qualified by Acquisitions.com to receive acquisition financing in an amount up to **$500,000 USD** for the purpose of Established Luxury Watch E-Commerce Business.

Funds have been allocated and are available for deployment. Acquisitions.com is prepared to fund qualified transactions within **10 business days** of executed definitive agreements, subject to standard underwriting and customary closing conditions.

This is not a bank loan commitment. Acquisitions.com is a private acquisition capital provider working with vetted buyers to close on small and mid-market business acquisitions.

> **Verification:** To verify this letter, contact moran@acquisitions.com referencing the file number above. This letter is valid for 90 days from the date issued.

Please do not hesitate to reach out with any questions regarding the buyer's qualification or our funding capacity.

Sincerely,

Moran Pober
Founder & Managing Partner
Acquisitions.com

Bank pre-qualification

A real lender reviews your financial statement, liquidity, credit profile and management experience — then puts a number in writing before you make an offer.

Bank pre-qualification — SBA 7(a)

A real bank letter, before you make an offer

Personal financial statement, liquidity, credit profile and management experience reviewed by the lender — so your offer arrives backed.

BYLINE BANK

July 15, 2026

Byline Bank
10 N Martingale Rd
Schaumburg, IL 60173

RE: Borrower Pre-Qualification Letter — SBA 7(a) Business Acquisition Loan

Dear [redacted],

Based upon our preliminary review of the prospective borrower's personal financial statement, liquidity, credit profile, and management experience, Byline Bank is pleased to provide this general pre-qualification letter for SBA 7(a) financing consideration.

Based on the information reviewed to date, the borrower appears qualified to pursue business acquisition opportunities with **total project costs of up to approximately $1,000,000**, subject to satisfactory review of the acquisition opportunity and completion of our underwriting process.

This preliminary assessment is based upon the borrower's demonstrated financial capacity, available liquidity for the required equity injection, and relevant business and/or management experience. The final financing structure, loan amount, and approval will be dependent upon a variety of factors, including but not limited to:

- Debt service coverage requirements
- SBA eligibility requirements
- Business valuation and/or appraisal results, if applicable
- Review of tax returns and supporting financial documentation
- Verification of equity injection and source of funds
- Final credit approval by Byline Bank

This letter is intended solely as an indication of the borrower's preliminary eligibility and financial capacity and may be used for general purposes in evaluating acquisition opportunities.

Sincerely,

[redacted]
Vice President – Business Development Officer
Byline Bank
[redacted]

This pre-qualification is not a commitment to lend. Any potential financing remains subject to, but not limited to, the following: 1) Review of the target business financial statements (historical and projected), 2) Acceptable debt service coverage and cash flow analysis, 3) Borrower credit review and background checks, 4) SBA eligibility requirements, 5) Appraisal and/or business valuation, 6) Final credit approval by Byline Bank.

SBA 7(A)

The investor room

Active acquisition investors, with role, mandate and direct contact — so a deal that needs equity has somewhere to go.

Investors on file	2,460
With verified contact	1,536
With direct dial	155

The debt room

Independent-sponsor and first-time-buyer lenders — deal focus, EBITDA band, check size and a named contact at each firm.

Lending firms	35
Named contacts	61
Typical focus	$2M+ EBITDA

09 The offer

We structure it, we write it, and we put you in front of the broker with your position already made.

Every deal, side by side

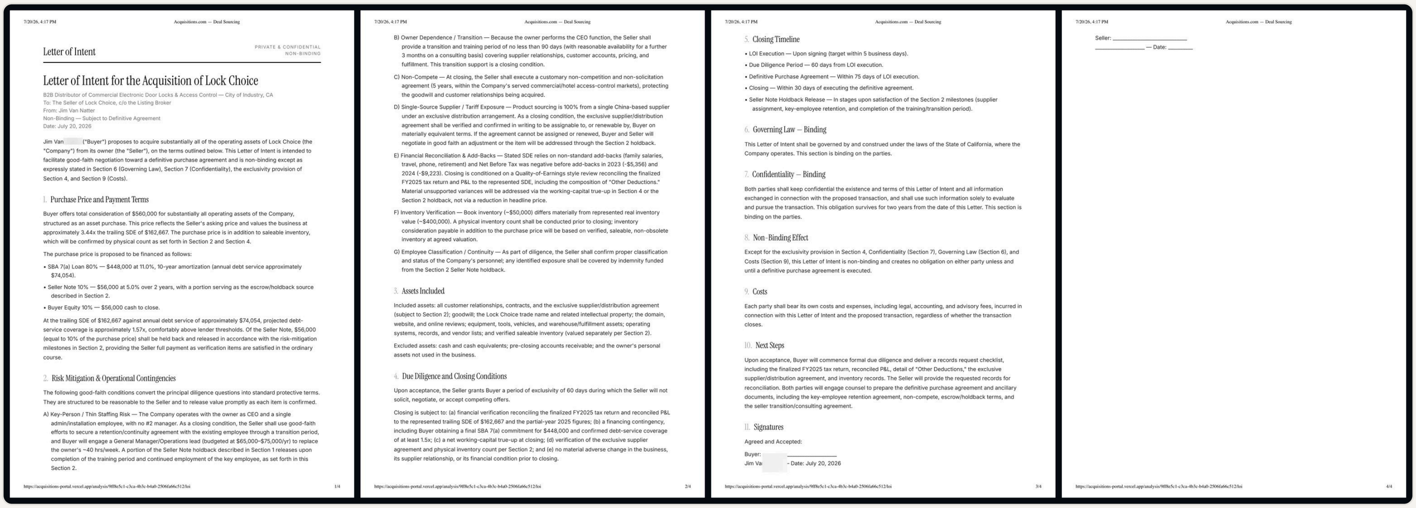
Price, earnings, multiple, coverage ratio and annual cash flow — with the letter of intent and full report one click away on each.

GO/PASS to override. Open a deal to review the numbers, edit, and generate the LOI / Report.

☐ DEAL	DECISION
☐ WH Loomis Construction, LLC (2 files combined) Will $385,000 SDE $177,007 2.18x DSCR 2.49 CF $105,826/yr 📎 Loomis_Construction_CIM_LBB.pdf + Financial Recast_Loomis.xlsx ✉ email thread ✍ Generate LOI 📊 Generate Report	GO PASS auto
☐ WH Loomis Construction, LLC (2 files combined) Wil $385,000 SDE $177,007 2.18x DSCR 2.49 CF $105,826/yr 📎 Loomis_Construction_CIM_LBB.pdf + Financial Recast_Loomis.xlsx ✉ email thread ✍ Generate LOI 📊 Generate Report	GO PASS auto
☐ JV Lock Choice Jim Van $560,000 SDE $162,667 3.44x DSCR 1.57 CF $59,131/yr 📎 CBR-LC.pdf ✉ email thread ✍ Generate LOI 📊 Generate Report	GO PASS auto
☐ JV Lock Choice Jim Van $560,000 SDE $162,667 3.44x DSCR 1.57 CF $59,131/yr 📎 CBR-LC.pdf ✉ email thread ✍ LOI ✓ 📊 Generate Report	GO PASS auto
☐ FM Flavian - Buyer Profile (Not a CIM) Flavian — SDE — — DSCR 0.00 CF $0/yr 📎 Flavian Investor Profile.pdf ✉ email thread ✍ Generate LOI 📊 Generate Report	GO PASS auto
☐ FM Buyer Profile / Investor Sheet (Flaviar — NOT a CIM/business listing Flavian — SDE — — DSCR 0.00 CF $0/yr 📎 Flavian Investor Profile.pdf ✉ email thread ✍ Generate LOI 📊 Generate Report	GO PASS auto
☐ AM Super Express (Super Clean Express Laundry) (2 files combined) Arturo $1,390,000 SDE $358,840 3.87x DSCR 1.40 CF $101,849/yr 📎 DD DETAIL 2.pdf + DD 750k.xlsx ✉ email thread ✍ Generate LOI 📊 Generate Report	GO PASS auto

Letter of intent

Price and terms, risk contingencies, assets in and out, diligence and closing timeline, exclusivity and signature block.



7/20/26, 4:17 PM Acquisitions.com — Deal Sourcing

Letter of Intent

PRIVATE & CONFIDENTIAL
NON-BINDING

Letter of Intent for the Acquisition of Lock Choice

B2B Distributor of Commercial Electronic Door Locks & Access Control — City of Industry, CA
To: The Seller of Lock Choice, c/o the Listing Broker
From: Jim Van Natter
Non-Binding — Subject to Definitive Agreement
Date: July 20, 2026

Jim Van ("Buyer") proposes to acquire substantially all of the operating assets of Lock Choice (the "Company") from its owner (the "Seller"), on the terms outlined below. This Letter of Intent is intended to facilitate good-faith negotiation toward a definitive purchase agreement and is non-binding except as expressly stated in Section 6 (Governing Law), Section 7 (Confidentiality), the exclusivity provision of Section 4, and Section 9 (Costs).

1. Purchase Price and Payment Terms

Buyer offers total consideration of $560,000 for substantially all operating assets of the Company, structured as an asset purchase. This price reflects the Seller's asking price and values the business at approximately 3.44x the trailing SDE of $162,667. The purchase price is in addition to saleable inventory, which will be confirmed by physical count as set forth in Section 2 and Section 4.

The purchase price is proposed to be financed as follows:

- SBA 7(a) Loan 80% — $448,000 at 11.0%, 10-year amortization (annual debt service approximately $74,054).
- Seller Note 10% — $56,000 at 5.0% over 2 years, with a portion serving as the escrow/holdback source described in Section 2.
- Buyer Equity 10% — $56,000 cash to close.

At the trailing SDE of $162,667 against annual debt service of approximately $74,054, projected debt-service coverage is approximately 1.57x, comfortably above lender thresholds. Of the Seller Note, $56,000 (equal to 10% of the purchase price) shall be held back and released in accordance with the risk-mitigation milestones in Section 2, providing the Seller full payment as verification items are satisfied in the ordinary course.

2. Risk Mitigation & Operational Contingencies

The following good-faith conditions convert the principal diligence questions into standard protective terms. They are structured to be reasonable to the Seller and to release value promptly as each item is confirmed.

A) Key-Person / Thin Staffing Risk — The Company operates with the owner as CEO and a single admin/installation employee, with no #2 manager. As a closing condition, the Seller shall use good-faith efforts to secure a retention/continuity agreement with the existing employee through a transition period, and Buyer will engage a General Manager/Operations lead (budgeted at $65,000–$75,000/yr) to replace the owner's ~40 hrs/week. A portion of the Seller Note holdback described in Section 1 releases upon completion of the training period and continued employment of the key employee, as set forth in this Section 2.

https://acquisitions-portal.vercel.app/analysis/9ff8e5c1-c3ca-4b3c-b4a0-2506fa66c512/loi 1/4

7/20/26, 4:17 PM Acquisitions.com — Deal Sourcing

B) Owner Dependence / Transition — Because the owner performs the CEO function, the Seller shall provide a transition and training period of no less than 90 days (with reasonable availability for a further 3 months on a consulting basis) covering supplier relationships, customer accounts, pricing, and fulfillment. This transition support is a closing condition.

C) Non-Compete — At closing, the Seller shall execute a customary non-competition and non-solicitation agreement (5 years, within the Company's served commercial/hotel access-control markets), protecting the goodwill and customer relationships being acquired.

D) Single-Source Supplier / Tariff Exposure — Product sourcing is 100% from a single China-based supplier under an exclusive distribution arrangement. As a closing condition, the exclusive supplier/distribution agreement shall be verified and confirmed in writing to be assignable to, or renewable by, Buyer on materially equivalent terms. If the agreement cannot be assigned or renewed, Buyer and Seller will negotiate in good faith an adjustment or the item will be addressed through the Section 2 holdback.

E) Financial Reconciliation & Add-Backs — Stated SDE relies on non-standard add-backs (family salaries, travel, phone, retirement) and Net Before Tax was negative before add-backs in 2023 (-$5,356) and 2024 (-$9,223). Closing is conditioned on a Quality-of-Earnings style review reconciling the finalized FY2025 tax return and P&L to the represented SDE, including the composition of "Other Deductions." Material unsupported variances will be addressed via the working-capital true-up in Section 4 or the Section 2 holdback, not via a reduction in headline price.

F) Inventory Verification — Book inventory (~$50,000) differs materially from represented real inventory value (~$400,000). A physical inventory count shall be conducted prior to closing; inventory consideration payable in addition to the purchase price will be based on verified, saleable, non-obsolete inventory at agreed valuation.

G) Employee Classification / Continuity — As part of diligence, the Seller shall confirm proper classification and status of the Company's personnel; any identified exposure shall be covered by indemnity funded from the Section 2 Seller Note holdback.

3. Assets Included

Included assets: all customer relationships, contracts, and the exclusive supplier/distribution agreement (subject to Section 2); goodwill; the Lock Choice trade name and related intellectual property; the domain, website, and online reviews; equipment, tools, vehicles, and warehouse/fulfillment assets; operating systems, records, and vendor lists; and verified saleable inventory (valued separately per Section 2).

Excluded assets: cash and cash equivalents; pre-closing accounts receivable; and the owner's personal assets not used in the business.

4. Due Diligence and Closing Conditions

Upon acceptance, the Seller grants Buyer a period of exclusivity of 60 days during which the Seller will not solicit, negotiate, or accept competing offers.

Closing is subject to: (a) financial verification reconciling the finalized FY2025 tax return and reconciled P&L to the represented trailing SDE of $162,667 and the partial-year 2025 figures; (b) a financing contingency, including Buyer obtaining a final SBA 7(a) commitment for $448,000 and confirmed debt-service coverage of at least 1.5x; (c) a net working-capital true-up at closing; (d) verification of the exclusive supplier agreement and physical inventory count per Section 2; and (e) no material adverse change in the business, its supplier relationship, or its financial condition prior to closing.

https://acquisitions-portal.vercel.app/analysis/9ff8e5c1-c3ca-4b3c-b4a0-2506fa66c512/loi 2/4

7/20/26, 4:17 PM Acquisitions.com — Deal Sourcing

5. Closing Timeline

- LOI Execution — Upon signing (target within 5 business days).
- Due Diligence Period — 60 days from LOI execution.
- Definitive Purchase Agreement — Within 75 days of LOI execution.
- Closing — Within 30 days of executing the definitive agreement.
- Seller Note Holdback Release — In stages upon satisfaction of the Section 2 milestones (supplier assignment, key-employee retention, and completion of the training/transition period).

6. Governing Law — Binding

This Letter of Intent shall be governed by and construed under the laws of the State of California, where the Company operates. This section is binding on the parties.

7. Confidentiality — Binding

Both parties shall keep confidential the existence and terms of this Letter of Intent and all information exchanged in connection with the proposed transaction, and shall use such information solely to evaluate and pursue the transaction. This obligation survives for two years from the date of this Letter. This section is binding on the parties.

8. Non-Binding Effect

Except for the exclusivity provision in Section 4, Confidentiality (Section 7), Governing Law (Section 6), and Costs (Section 9), this Letter of Intent is non-binding and creates no obligation on either party unless and until a definitive purchase agreement is executed.

9. Costs

Each party shall bear its own costs and expenses, including legal, accounting, and advisory fees, incurred in connection with this Letter of Intent and the proposed transaction, regardless of whether the transaction closes.

10. Next Steps

Upon acceptance, Buyer will commence formal due diligence and deliver a records request checklist, including the finalized FY2025 tax return, reconciled P&L, detail of "Other Deductions," the exclusive supplier/distribution agreement, and inventory records. The Seller will provide the requested records for reconciliation. Both parties will engage counsel to prepare the definitive purchase agreement and ancillary documents, including the key-employee retention agreement, non-compete, escrow/holdback terms, and the seller transition/consulting agreement.

11. Signatures

Agreed and Accepted:

Buyer: ______________
Jim Va — Date: July 20, 2026

https://acquisitions-portal.vercel.app/analysis/9ff8e5c1-c3ca-4b3c-b4a0-2506fa66c512/loi 3/4

7/20/26, 4:17 PM Acquisitions.com — Deal Sourcing

Seller: ______________
______________ — Date: ______________

https://acquisitions-portal.vercel.app/analysis/9ff8e5c1-c3ca-4b3c-b4a0-2506fa66c512/loi 4/4

The introduction, already made

Sent from your address with your buyer profile and calendar attached, so the broker arrives at the call already knowing you're serious.

Hi [Broker First Name],

I signed the NDA and had a chance to review the CIM for [Opportunity Name].

From what I've seen so far, it looks like it could be a fit for us. Before putting together an offer, I'd love to connect for a quick 15-20 minute call, introduce myself, and ask a few questions about the business.

Are you available today or tomorrow?

I've attached my buyer profile and included my calendar below to make scheduling easy. Feel free to grab any time that works, or just give me a call directly.

[Calendly Link]
Direct: [Phone Number]

Looking forward to connecting.
Best,
[Buyer Name]
[Buyer Entity]

WHEN DO WE DO INTRODUCTIONS? in the COLUMN **INTRODUCTIONS** you will see either a YES or NO, once you see a yes in that particular day, we log into the client gmail and email them this template to get a call booked for our client (edited)

10 What you see

A report every single day, and a live board you can open any time.

Your daily activity report

Brokers contacted, replies received, NDAs signed, proof-of-funds letters sent, memoranda received, deals analysed and calls booked — then the actual replies and every document attached.

Daily activity report

Acquisitions.com — Daily Activity Report

2026-07-20 · past 24 hours · buy-side deal sourcing & outreach on your behalf

📤 Brokers contacted on your behalf	**38**
📥 Broker replies received	**17**
✍️ NDAs signed & sent	**23**
💵 Proof-of-funds letters provided	**11**
📄 CIMs / financials received (last 7 days)	**14**
📊 Deals analysed (last 7 days)	**19**
🔄 Follow-up emails sent	**46**
📞 Broker calls booked for you	**4**

Replies received today

- **chris** <[illegible]> — Established Roofing & Construction — CIM attached
- **doug** <[illegible]> — RE: Residential Cleaning Franchise (vehicles included)
- **greg** <[illegible]> — RE: Pool Construction, Service & Retail — financials to follow
- **lynzey** <[illegible]> — Distribution Route, Cincinnati OH — NDA countersigned
- **paul** <[illegible]> — Commercial Landscaping, $1M+ revenue — call Thursday?
- **william** <[illegible]> — Two route packages, both under $450k
- **gregory** <[illegible]> — HVAC & Refrigeration — sending P&L and add-back schedule
- **marisol** <[illegible]> — Precision Manufacturing — asking for proof of funds
- **dwight** <[illegible]> — Auto Repair, 2 locations — seller open to carry
- **anita** <[illegible]> — Senior Care Agency, $2M revenue — CIM on request

Documents received

- 📎 CIM — Roofing & Construction (2 files, financials included)
- 📎 CIM — Commercial Landscaping · P&L 2023–2025
- 📎 Financial recast — HVAC & Refrigeration
- 📎 Executive summary — Senior Care Agency
- 📎 Add-back schedule — Auto Repair, 2 locations

You get this every day — including the quiet ones. When a day is slow the report says so, so you always know exactly where things stand.

EVERY DAY, INCLUDING THE QUIET ONES

Your deal portal

Every deal we've vetted for you, why we like it, the numbers, the broker's details, and a next-step checklist.

Acquisitions.com

Jim, your deals.

Every deal here is one we've already vetted, signed the NDA on, and analyzed for you. Your move on each: **call the broker** — we handle the rest.

1 deal · updates save automatically · your team sees everything you write here

Lock Choice

GO

Why we like it for you: Asking $560,000 + ~$400,000 inventory (~$960K total) vs. true 3-yr avg SDE of ~$163K = ~5.9x multiple on SDE alone, or higher once inventory is included — rich for the addback-heavy earnings shown. Seller's own weighted SDE claim of $212,524 is more optimistic than a straight 3-year average and leans heavily on an...

📄 Read the full deal analysis we prepared →

ASKING PRICE	OWNER PROFIT / YR	MULTIPLE	DSCR	CASH FLOW AFTER DEBT
$560,000	$162,667	3.44x	1.57	$59,131

CASH TO CLOSE
$56,000

✉ **Email John**

John— mention you're the buyer who inquired by email; your NDA is already signed.

YOUR NEXT STEPS 0 of 4 done

1. **Review the analysis**
   The numbers above — price, profit, and what you'd take home.
2. **Call or book the broker**
   The green button above — a 15-minute intro call is all it takes.
3. **Meet the owner**
   The broker sets it up. Great deals are won in this meeting.
4. **Decide**
   Say the word and we prepare the LOI — you sign, we do the rest.

Where is this deal? To review

PART 2 Then we install the growth system

Buying the business is half the work. This is what gets installed in the first ninety days after close — the front office, the marketing, the money and the reporting. Built for any local service business; the screens below use a heating and cooling company as the worked example.

01 Never miss a lead

Most service businesses lose one call in five, and 41% of calls arrive after hours. That stops on day one.

Every call answered, day or night

Answered in two rings, qualified, address captured, booked to the live calendar, confirmation sent — and escalated to a human the moment it should be.

Call recording — after hours, booked

Sunday, 8:47 PM — inbound call

Answered in 2 rings · 1 min 52 sec · outcome: **job booked**

AI	Thanks for calling — this is the after-hours line. What's going on with your system?
Caller	My AC just stopped. It's blowing but it's warm air.
AI	Sorry — that's miserable in this heat. Is anyone in the home who's elderly or medically vulnerable?
Caller	No, just us. But it's 84 inside.
AI	Understood. I can get a technician out first thing tomorrow between 8 and 10, or I can flag it for the on-call tech tonight at the emergency rate. Which would you prefer?
Caller	Tomorrow morning is fine.
AI	Booked. Can I confirm the service address and a mobile number for the confirmation text?
Caller	Yes — [address confirmed], and my cell is [confirmed].
AI	You're on the schedule for tomorrow 8 to 10 AM. Diagnostic is $89 and it's waived if you move forward with the repair. You'll get a text with the technician's name and photo before arrival.

CAPTURED AUTOMATICALLY	
Name & mobile	✓
Service address	✓
Issue & urgency	✓
Booked slot	✓
Pushed to CRM	✓

WHAT IT REPLACED	
Voicemail	no callback 85%
Answering service	$1,400/mo
Missed after-hours	41% of calls
This call's value	**$4,180 job**

Speed to lead, visible in the team channel

Every call, booking and escalation posted as it happens, with a daily summary at close of business.

Slack — #speed-to-lead

 # speed-to-lead

AI Receptionist 6:42 PM
📞 Inbound call — **(614) ***-2891** · no heat, furnace not igniting
✅ Answered in **2 rings (4.1s)** · qualified · address confirmed
📆 Booked **tomorrow 8:00–10:00 AM** · assigned to **Marcus T.**
💬 Confirmation SMS sent · added to CRM

AI Receptionist 7:15 PM
📞 Inbound call — **(614) ***-4417** · quote request, AC replacement
✅ Answered in **2 rings (3.8s)** · **after hours**
📆 Estimate booked **Thu 1:00 PM** · financing pre-screen sent

Escalation 7:48 PM
🚨 **Emergency** — water leak, active. Customer asked for a human.
📲 On-call tech **paged** · AI paused this thread · ETA sent to customer

Daily Summary 9:00 PM
Today: 58 calls · 58 answered · 0 voicemails · 24 booked · 3 after-hours emergencies
Avg speed to lead: 4.3 seconds · slowest 11s
Estimates awaiting follow-up: 6 (sequence running)

> **Before this was installed:** 1 in 5 calls went unanswered and 41% arrived after hours. Every one of those is now answered, qualified and booked.

4.3 SECOND AVERAGE RESPONSE

02 One system of record

Call, text, web form, Google and Facebook all land in one place, against one customer record.

Every lead, every stage, one board

Nothing gets owned by nobody. Every estimate has a follow-up running and every message has an answer.

CRM — pipeline

Every lead, one board

Call, text, web form, Google, Facebook — one thread per customer.

CUSTOMER	SOURCE	JOB	STAGE	VALUE	NEXT ACTION
R. Alvarez	Google LSA	AC replacement	Estimate sent	**$11,400**	Follow-up 3 of 5 · tomorrow
D. Whitfield	Map Pack	Furnace repair	Won	**$1,880**	Review request sent
S. Nakamura	Meta	Duct cleaning	Booked	**$740**	Reminder · 1 hr before
T. Brennan	Referral	New install — 2 units	Estimate sent	**$18,900**	Financing options sent
L. Okafor	Reactivation	Annual tune-up	Won	**$189**	Offered membership
M. Castellanos	Google Search	Heat pump	Booked	**$9,250**	Confirmed · Thu 1 PM
J. Pemberton	Web form	Maintenance plan	Won	**$18/mo**	Enrolled · auto-billing

PIPELINE VALUE	
Open estimates	**$142,600**
Booked, not yet run	**$61,240**
Won this month	**$418,900**

NOTHING FALLS THROUGH	
Leads with no owner	**0**
Unanswered messages	**0**
Estimates with no follow-up	**0**

The owner's daily view

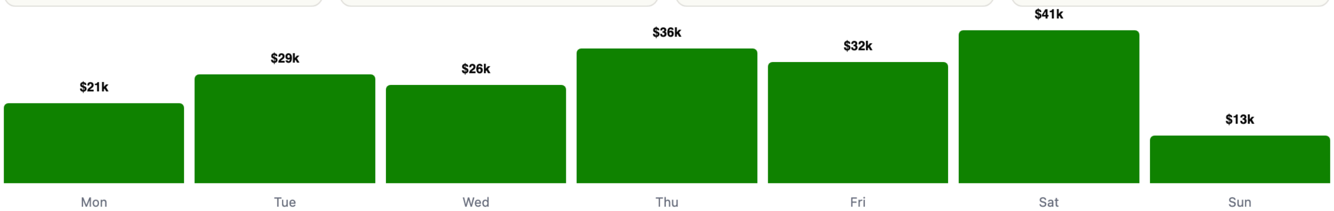
Calls, bookings, revenue and average ticket — live, by source, with cost per booked job on every channel.

Operations Dashboard — live

This week at a glance

Every lead source, every stage, updating live.

412	168	$186k	$1,107
CALLS IN	JOBS BOOKED	REVENUE BOOKED	AVG TICKET
100% answered	40.8% book rate	+18% vs last wk	+11.2%



SOURCE	LEADS	BOOKED	SOLD	REVENUE	COST/BOOKED JOB
Google LSA	134	71	58	**$74,820**	**$41**
Google Search	96	39	31	**$38,410**	**$63**
Meta	88	28	21	**$29,190**	**$77**
Organic / Map Pack	61	21	18	**$26,640**	**$0**
Reactivation	33	9	8	**$16,940**	**$0**

03 Fill the calendar

Only once the phone is answered. Turning on demand before the front office can handle it is how marketing money gets wasted.

Advertising measured on booked work

Not clicks, not leads — cost per booked, completed and paid job. Winning creative scales weekly and losers get cut.

Paid acquisition — spend against booked revenue

Reported on booked jobs, not clicks

Cost per lead is a vanity number. This is cost per booked, completed, paid job.

$18,420	$169,050	$58	318
SPEND · 30 DAYS	BOOKED REVENUE	COST / BOOKED JOB	BOOKED JOBS
	9.2× return	−31% vs mo 1	

CAMPAIGN	SPEND	LEADS	BOOKED	REVENUE	RETURN
LSA — Emergency AC	$6,120	187	109	**$71,340**	**11.7×**
Search — Replacement	$5,880	96	44	**$52,800**	**9.0×**
Meta — Tune-up offer	$3,240	141	92	**$24,840**	**7.7×**
Meta — Financing angle	$2,180	68	51	**$16,320**	**7.5×**
Retired — generic brand	$1,000	22	22	$3,750	**3.8×**

Creative is tested weekly. The winner scales, the losers are cut. Last month's winner — a 12-second same-day-repair spot — now carries 46% of spend.

A website built to take the booking

Fast, mobile-first, financing visible, service-area pages for every town — and a booking widget that writes straight to the calendar.

Website & booking funnel

Built to book the 11pm Sunday caller

Fast, mobile-first, financing visible, and a booking widget that writes straight to the calendar.

0.9s	14.2%	38s	71%
LOAD TIME	VISITOR → BOOKING	TAP TO BOOKED	BOOKED ON MOBILE
was 6.4s	was 1.8%		

PAGE	VISITS	BOOKINGS	CONVERSION	REVENUE
Emergency AC repair	4,120	612	**14.9%**	**$88,740**
AC replacement + financing	2,840	318	**11.2%**	**$142,600**
Service area — by town (14 pages)	3,960	486	**12.3%**	**$61,200**
Maintenance plan signup	1,210	206	**17.0%**	**$44,496/yr**

Kept fresh every month — new offers, new photos, new reviews pulled in automatically. No web developer in the loop.

Found in all three places people look

The map, classic search, and the AI assistants customers now ask first — where most competitors have no presence at all yet.

Search & AI visibility

Found in the three places people actually look

Google Map Pack, classic search, and the AI assistants people now ask first.

GOOGLE MAP PACK — "AC REPAIR NEAR ME"	
1. This business ⭐ 4.9 (218)	↑ from #7
2. Competitor ⭐ 4.4 (86)	
3. Competitor ⭐ 4.2 (51)	
Free calls / month from Map Pack	61

ASKED AN AI ASSISTANT: "WHO SHOULD I CALL FOR AC REPAIR IN [CITY]?"	
Named first	✓
Cited for 24/7 availability	✓
Cited for financing options	✓
Competitors named	0

KEYWORD	WAS	NOW	MONTHLY SEARCHES
emergency ac repair [city]	#14	#1	2,400
ac replacement cost [city]	#22	#2	1,900
hvac financing [city]	—	#1	720
furnace repair near me	#9	#3	3,100

> **Most competitors have not thought about AI search at all yet.** That window is open right now and it will close.

Daily content in the owner's voice

Voice and likeness captured once, then produced and posted without the owner touching it — which also solves hiring.

Founder content — produced without the owner

Daily short-form, in the owner's voice

Voice and likeness captured once. Everything after that is produced and posted for them.

VIDEO	PLATFORM	VIEWS	LEADS	BOOKED
"3 signs your AC is about to fail"	Reels / TikTok	**128,400**	34	11
"Why your July bill doubled"	Reels / Shorts	**86,200**	21	7
"What a $12k quote actually buys"	YouTube	**41,900**	18	9
"Don't let them sell you a new unit yet"	Reels	**312,600**	52	14
"Inside a real service van"	TikTok	**64,100**	9	3

OUTPUT	
Videos per month	22
Owner hours required	0
Total views · 90 days	1.4M

THE SECOND PAYOFF	
Inbound job applications	31
Technicians hired from content	4
Cost per hire	$0

> **In a trade where hiring is the constraint,** being the visible local company means applicants come to you.

04 Revenue already on the books

Before spending another dollar on marketing — collect what's owed and work the customers already in the database.

Collections

Work completed, invoice sent, nobody chasing. An automated ladder with a payment link in every message.

Collections — money already earned

The fastest money in the whole build

Work completed, invoice sent, nobody chasing. Automated ladder with a payment link in every message.

$61,900 RECOVERED · 30 DAYS	**$18,400** STILL OUTSTANDING was $80,300	**9 days** AVG DAYS TO PAY was 47	**$0** NEW AD SPEND

STEP	TIMING	CHANNEL	RECOVERED
Invoice + payment link	Day 0	Email + SMS	**$28,400**
Friendly nudge	Day 3	SMS	**$14,900**
Second reminder	Day 7	Email + SMS	**$11,200**
Call task to office	Day 14	Human	**$5,600**
Escalation	Day 21	Human	**$1,800**

> **This one system typically covers the cost of the entire engagement in the first month** — and it's money the business had already earned.

USUALLY THE FASTEST RETURN IN THE BUILD

The customer list, worked properly

Past customers contacted on a seasonal calendar. No new advertising spend — this is revenue from people who already bought once.

Database reactivation — the list you already own

1,400 past customers, worked on a season calendar

No new ad spend. This is revenue from people who already bought once.

1,412	21.4%	147	$96,880
CONTACTED	REPLIED	JOBS BOOKED	REVENUE $0 ad spend

CAMPAIGN	SENT	REPLIED	BOOKED	REVENUE
Pre-summer AC check	1,412	302	61	**$38,420**
Beat-the-heat tune-up	1,268	218	44	**$21,340**
Furnace safety + CO check	1,341	184	28	**$19,760**
Replacement financing offer	486	61	14	**$17,360**

The message that works: "Hi [name] — it's been about a year since we serviced your system. Want us to come check it before the first hot week?" A yes hands straight to booking. No sales call required.

05 Margin and reputation

The same jobs, the same team, worth materially more.

Pricing becomes a system

A flat-rate book, three options on every quote, financing on anything above threshold — and a scorecard that shows which technicians close and which need coaching.

Pricing, job costing & technician scorecards

Pricing leaves the owner's head and becomes a system

Flat-rate book, three options on every quote, financing on anything above threshold.

$1,107	54%	38%	61%
AVG TICKET +11.2%	CHOOSE MIDDLE OPTION	USE FINANCING	ESTIMATE CLOSE RATE was 44%

TECHNICIAN	JOBS	AVG TICKET	CLOSE RATE	CALLBACK RATE	REVIEW SCORE
Marcus T.	68	**$1,412**	**71%**	**1.4%**	★★★★★
Devon R.	61	**$1,188**	**64%**	**2.1%**	★★★★★
Priya S.	59	**$1,094**	58%	**1.8%**	★★★★★
Ray M.	54	**$812**	**41%**	**6.2%**	★★★★

Ray isn't a bad technician — he's an untrained closer. The scorecard made that visible in week two. Coaching him to the team average is worth about $16k a month on the same job count.

Reviews that compound

Every completed job asks. Five-star goes public; anything lower reaches the owner privately, fast enough to fix.

Reputation — reviews and referrals

From 4.1 to 4.9 in ninety days

Every completed job asks. Fives go to Google; anything lower routes privately to the owner.

4.9★ RATING NOW was 4.1	**218** TOTAL REVIEWS was 31	**62** NEW THIS MONTH	**#1** MAP PACK was #7

CUSTOMER	RATING	COMMENT	ROUTED
D. Whitfield	★★★★★	"Answered at 9pm on a Sunday and had someone out by 8am."	Google
A. Rosenthal	★★★★★	"Quoted three options, no pressure. Financing made it doable."	Google
P. Nkemdirim	★★★★★	"Same tech both visits. He remembered the house."	Google
K. Lindqvist	★★★	"Work was fine, arrived at the end of the window."	Owner — private
M. Castellanos	★★★★★	"Second time using them. Straight answers."	Google

Why the private routing matters. The three-star above never reached Google. The owner called within the hour, fixed it, and that customer has since booked twice more.

06 What it's worth

The systems raise the earnings. They also raise the multiple those earnings sell for.

Contracted, recurring revenue

A membership base is the most direct lever on the exit price there is — transactional revenue and contracted revenue do not sell for the same multiple.

Membership plan — recurring revenue

Turning one-off jobs into contracted revenue

Two visits a year, priority scheduling, no diagnostic fee, discount on repairs.

533 MEMBERS +61 this month	**$18** PER MONTH	**$115,128** CONTRACTED / YR	**91%** RETENTION

WHY IT MATTERS MORE THAN THE CASH	
Transactional revenue trades at	3–4×
Contracted recurring trades at	5–7×
Effect on enterprise value	re-rates the whole business

WHERE MEMBERS COME FROM	
Offered at end of every job	64%
Signup page	21%
Reactivation campaign	15%

Members book 2.3× more often than non-members and are the first calls filled in the slow season.

The financial pack, prepared for you

A real monthly close — revenue by line, gross margin, operating costs, EBITDA, cash position, and the service lines quietly running below margin.

Monthly financial pack — prepared automatically

P&L · trailing 12 months

Example: a service business running at roughly $12M a year.

	THIS MONTH	% OF REV	PRIOR YEAR	CHANGE
Revenue	**$1,046,200**	100%	$871,400	**+20.1%**
Service & repair	$412,300	39.4%	$368,900	**+11.8%**
Replacement & install	$518,700	49.6%	$410,200	**+26.4%**
Maintenance plans	$115,200	11.0%	$92,300	**+24.8%**
Cost of services	**$523,100**	50.0%	$466,200	+12.2%
Gross profit	**$523,100**	50.0%	$405,200	**+29.1%**
Payroll & admin	$248,400	23.7%	$231,700	+7.2%
Marketing	$41,900	4.0%	$52,300	**−19.9%**
Vehicles & fuel	$38,200	3.7%	$41,100	**−7.1%**
Facilities, insurance, other	$62,800	6.0%	$58,900	+6.6%
EBITDA	**$131,800**	**12.6%**	$21,200	**+521%**

CASH POSITION	
Operating cash	**$486,300**
Receivables > 30 days	**$18,400**
Collected this month	**$61,900**

WHAT THE CFO LAYER FLAGGED	
Service line running below margin	1
Marketing spend down, revenue up	✓
Recurring revenue share	**11.0%**

Buy at three. Sell at six to ten.

An owner-dependent business trades at three to four times earnings. A systematised business with contracted revenue that runs without its owner trades far higher. Same trucks, same trade, different category of asset.

1. You close and own it
2. We install the system
3. Earnings rise and the business runs without you
4. Hold it, roll it up, or exit at a premium

Every screen here is real work, running for real clients, right now.

Sourcing, analysis, structure, capital and the offer — then the system that grows what you bought. One team, both halves.

Acquisitions.com — the firm that invests in, buys, and sells businesses.
Part 2 figures illustrate a service business at roughly $12M annual revenue, shown as a worked example of the reporting and output the system produces. Client names and contact details are withheld throughout.