



Exit Strategy Plan

Long Drop Plumbing Pty Ltd

April 2018

Mike Williams

www.exitvalue.com.au

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Scope and Timeline

- **Scope**

Business Name _____
Entity _____
Years Business Operating _____

Business Owners	Share / Unit Holding %	Age	Objective
Owner 1	_____	_____	_____
Owner 2	_____	_____	_____
Owner 3	_____	_____	_____

Expectations _____
Estimated Value (\$) _____
Est. Time Available (months) _____
Provide Lifestyle Reward _____
Provide Personal Satisfaction _____
Provide Legacy _____

Scope and Timeline

- **Timeline**

Project Stages	Duration (Business Days)	Indicative Completion Dates
Indicative Start Date		13-Apr-18
Data Collation, Interview &/or Inspection	3	18-Apr-18
Data and Industry Analysis & Valuation	3	23-Apr-18
Ready For Sale	2	25-Apr-18
Buyer Landscape	1	26-Apr-18
Exit Strategies	1	27-Apr-18
Potential Buyers	1	30-Apr-18
Qualified Buyers	8	10-May-18
Issue Draft Report	2	14-May-18
Review & Final QA Check	1	15-May-18
Issue Final Report	1	16-May-18

Valuation Assessment

- Background

Business Background	
Business Names & Website	<ul style="list-style-type: none"> Clear Pipe Plumbing www.clearpipeplumbing.com.au
History	<ul style="list-style-type: none"> Business commenced / formed: 10 years ago by current owner. Started as sole trader and changed to company in 2010.
Description	<ul style="list-style-type: none"> Clear Pipe Plumbing Pty Ltd (CPP) operates a commercial plumbing business predominantly servicing high-end residential constructions and multi-story apartment buildings. They provide plumbing services primarily for major renovation or construction projects.
Entities	<ul style="list-style-type: none"> Clear Pipe Plumbing Pty Ltd
Shareholders	<ul style="list-style-type: none"> Sole shareholder, own shares personally
Directors	<ul style="list-style-type: none"> Sole director

Reported Performance	FY2014	FY2015	FY2016	FY2017	Est FY 2017 / 2018
Reported Revenue	\$ 1,280,225	\$ 2,278,848	\$ 2,886,860	\$ 4,614,139	\$ 4,151,936
Other Income	\$ 1,500	\$ 4,020	\$ 1,780	\$ 10,232	\$ 4,546
Reported EBITDA	\$ 24,339	\$ 33,687	\$ 53,463	\$ 361,621	\$ 342,563

Valuation Assessment

- **Background**

Business Strategy	
Vision / Goals	<ul style="list-style-type: none"> • Increase the profitability of the business to sustain increased • Next five years – keep in niche / high end projects / good reputation • Make life easier – improve project management – work more on the business
Growth and Marketing Strategies	<ul style="list-style-type: none"> • Growth will be focused on increasing market share of existing client base. • Staff training will be used to maintain project delivery and quality. • Expecting to achieve 5% - 10% revenue growth and sustain current EBITDA margins. • Key marketing strategies will be ongoing relationship management of client base (Elite Builders) to secure increased referrals. • Promotion is word of mouth through elite builders • No print or media advertising other than signs on project sites.
Competitive Advantage	<ul style="list-style-type: none"> • Communication with builders • Projects done on time, quality finish • Good attitude • Sort out all the work – get in and get it done in a block of time • Minimal in & outs • Work with the builder to avoid screwing each other

Valuation Assessment

- **Systems and Processes**
- **Low reliance on key persons**
- **Improvements opportunities:**
 - Marketing
 - Documenting processes

	Documentation	Automated / Electronic?	Decentralised	Total Score (% of Max Score)	Key Systems and Processes In Place
Ratings: 1 - None At All; 3 - Average level 5 - Completely					
Sales Systems	2	4	3	60%	List of clients and details in CRM Use SIMPro to manage accounts and interface with Xero Email contact with clients Multiple CP contacts with clients
Marketing	1	1	3	33%	Website and CRM used for marketing
Operations	4	4	4	80%	Use Dropbox for communications with teams – access all project documents, SWMS, Dial Before You Dig, Project Plans, Site diaries and other job related information and project markups done live Job Descriptions documented
Human Resources	3	2	3	53%	Employee list maintained Master Plumbers code compliant OHS / Workcover compliant Recruitment procedures in place to manage labour hire
Financial Management	3	4	4	73%	Budgets in place by project and monthly Project reports / Monthly reports ATO compliant Purchase Orders / Pre-order system in place
Management Reporting	3	3	3	60%	Project timelines reported regularly
Average Score				60%	

Valuation Assessment

- Financial Performance – Profit and Loss

Profit & Loss Performance	FY2014	FY2015	FY2016	FY2017	Est FY 2017 / 2018
Revenue	\$ 1,280,225	\$ 2,278,848	\$ 2,886,860	\$ 4,614,139	\$ 4,151,936
% Growth		78.0%	26.7%	59.8%	-10.0%
Gross Profit	\$ 664,627	\$ 895,088	\$ 1,184,255	\$ 2,356,890	\$ 2,041,198
Gross Profit Margin	51.9%	39.3%	41.0%	51.1%	49.2%
Fixed Expenses	\$ 640,288	\$ 861,401	\$ 1,130,792	\$ 1,995,270	\$ 1,698,635
% Change			31.3%	76.4%	-14.9%
Operating EBITDA (*)	\$ 24,339	\$ 33,687	\$ 53,463	\$ 361,621	\$ 342,563
% Growth		38.4%	58.7%	576.4%	-5.3%
(*) : Earnings Before Interest Tax Depreciation and Amortisation					
% EBITDA Margin	1.9%	1.5%	1.9%	7.8%	8.3%

- 60% increase in revenue in FY17, combined with a more than 570% growth in EBITDA.
- Estimated revenue has declined in FY18 associated with longer projects yet to be completed.
- Revenue has increased due to increased relationships with key builders and a greater number of high value projects completed in FY17.
- Significant increase in Gross Profit Margin has resulted from improved pre-ordering processes that have reduced unplanned project purchases (which necessarily are purchased at increased prices) and take advantage of trade-volume pricing.

Valuation Assessment

- Financial Performance – Balance Sheet

Summary Balance Sheet	FY2014	FY2015	FY2016	FY2017	@ 31 Dec 17
Current Assets	\$ 349,533	\$ 474,344	\$ 570,202	\$ 857,995	\$ 833,765
Non-Current Assets	\$ 66,507	\$ 47,518	\$ 72,244	\$ 376,499	\$ 377,711
Total Assets	\$ 416,040	\$ 521,862	\$ 642,446	\$ 1,234,494	\$ 1,211,476
Current Liabilities	\$ 258,264	\$ 368,853	\$ 453,321	\$ 534,003	\$ 421,264
Non-Current Liabilities	\$ 62,552	\$ 45,356	\$ 69,744	\$ 43,242	-\$ 40,590
Total Liabilities	\$ 320,816	\$ 414,209	\$ 523,065	\$ 577,245	\$ 380,674
Net Assets	\$ 95,224	\$ 107,653	\$ 119,381	\$ 657,249	\$ 830,802

- Current Assets primarily is made up of Accounts Receivable (\$686k) and Cash (\$141k) whilst Non-Current Assets includes Plant and Equipment (\$185k) and Motor Vehicles (\$84k).
- Current Liabilities primarily is made up of Accounts Payable (\$380k) and Payroll and Leave Liabilities (\$58k) whilst Non-Current Liabilities primarily includes loans associated with excavators and motor vehicles (\$160k).
- Both assets and liabilities appear to have increased in line with revenue and profits.

Valuation Assessment

- Financial Performance – Financial Ratios

Financial Ratios	2014 / 2015	2014 / 2015	2015 / 2016	2016 / 2017	2017 / 2018
Profitability					
Gross Profit Margin	51.9%	39.3%	41.0%	51.1%	49.2%
Expenses Ratio	50.0%	37.8%	39.2%	43.2%	40.9%
EBITDA Margin	1.9%	1.5%	1.9%	7.8%	8.3%
Net Profit Margin	1.3%	0.6%	1.4%	7.5%	8.3%
Return on Assets	3.2%	2.7%	4.9%	21.0%	28.7%
Return on Equity	14.0%	13.3%	26.6%	39.4%	41.8%
Risk					
Current Ratio	1.4	1.3	1.3	1.6	2.0
Quick Ratio	1.3	1.2	1.1	1.6	2.0
Efficiency					
Asset Turnover (times)	3.1	4.4	4.5	3.7	3.4
Collection Period (days outstanding)	62.1	12.3	45.1	58.6	60.3
Payment Period (days outstanding)	63.5	66.2	59.9	43.5	37.0
Break Even Point	\$ 1,233,342	\$ 2,193,083	\$ 2,756,533	\$ 3,906,186	\$ 3,455,140
% Safety Margin Above BE Point	-48%	-36%	5%	15%	17%

- Gross Profit Margin has been maintained between 39% and 52% over the past six years, with the last two years averaging 50%, in line with improved purchasing procedures and controls.
- EBITDA Margin has increased in FY17 with a greater proportion of high-value projects and improved project delivery and control.
- Key financial risks are from Accounts Payable and Payroll and Leave Liabilities, with current assets exceeding current liabilities by a factor of two.

Valuation Assessment

- Profit and Loss Projection

Profit & Loss Performance	FY2019	FY2020	FY2021
Revenue	\$ 4,567,130	\$ 5,023,843	\$ 5,526,227
% Growth		10.0%	10.0%
Gross Profit	\$ 2,245,318	\$ 2,469,850	\$ 2,716,835
% Gross Profit Margin	49.2%	49.2%	49.2%
Fixed Expenses	\$ 1,732,608	\$ 1,767,260	\$ 1,802,605
EBITDA (*)	\$ 512,710	\$ 702,590	\$ 914,229
% Growth		37.0%	30.1%
(*) : Earnings Before Interest Tax Depreciation and Amortisation			
% EBITDA Margin	11.2%	14.0%	16.5%

- Assumptions:

- 10% revenue growth.
- 50% Gross Profit Margin (inc duties and GST).
- 2% increase in overhead costs.

Valuation Assessment

- Earnings Multiple

Reported Historic EBIT Multiples (www.valuemybusiness.com.au)

Industry Category	Revenue Range	Period	Low EBIT Multiple	Most Common Result	High EBIT Multiple
Construction	\$1.0m - \$5.0m	Mar-15	0.0	0.0	0.0
Construction	\$0.5m - \$1.0m	Jun-16	0.8	1.9	3.9
Construction	\$0.5m - \$1.0m	Mar-15	1.1	1.7	4.9
Other Services	\$1.0m - \$5.0m	Jun-16	1.3	2.3	3.2

Broad EBIT Multiple Range Adopted	2.5	4.5
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Broad EBIT Multiple Range Adopted	2.5	4.5
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Broad EBIT Multiple Range Midpoint	3.5	
Assessed Deviation From Earnings Range Midpoint	28%	
Expected Historic EBIT Multiple	3.8	
Spread of uncertainty about expected EBIT Multiple	5%	
Depreciation as % EBIT	5%	
	Low	High
Expected Historical EBIT Multiple Range	3.6	4.0
Expected Historical EBITDA Multiple Range	3.4	3.8
Level of forward projection risk (Low, Medium, High)	5%	
Expected Future EBITDA Multiple Range	3.3	3.6

The resulting EBITDA Earnings Multiple range we have used in our valuation is 3.3x – 3.6x EBITDA.

Valuation Assessment

- Earnings Multiple Assessment

- Strengths:

- Extent of IT systems integration
- Automation of team communications
- Extent of documented processes
- Cost efficiencies from bulk purchasing
- Niche market
- Revenue growth

- Weaknesses:

- Mature and competitive industry
- Limited marketing processes established

Earnings Multiple Assessment

Risk / Attractiveness Criteria	Level of Impact on Earnings Multiple	% Deviation From Range Midpoint	Key Evidence or Comments
Sales & Marketing			
1 Nature of revenue base	Moderately positive	25%	Niche, differentiated, relationship managed
2 What confidence does past trends in revenue provide for the future?	Moderately positive	25%	Expect revenue trends to increase by 10%
3 What impact are the future trends in revenue expectations likely to have	Moderately positive	25%	Expect revenue trends to continue
4 Effective marketing strategies in place to support revenue trends	Moderately positive	25%	Focus on delivery to standards and relationship management
Financial Performance			
5 Past trends in profit performance	Moderately positive	25%	Past EBITDA results support maintenance of EBITDA
6 What is the likely impact on profits of achieving future cost savings (if any)?	Moderately positive	25%	Reduced costs of sale through improved pre-ordering and purchasing procedures
7 Future trends in profit expectations	Moderately positive	25%	Expected to increase with focus on efficiency
8 Sufficient cash reserves and financing to maintain ongoing operations of the business?	Extremely positive	100%	No issues
Systems & Processes			
9 Reliance by business rely on key staff and/or owner(s)?	Minor positive	10%	Management structure in place with operations documented
10 Extent of integration of IT systems	Strongly positive	66%	Use of online systems to support business
11 Extent of automation and processes implemented within the business?	Strongly positive	66%	Use of online systems to support business
12 Extent of documented and communicated procedures and systems within the business?	Strongly positive	66%	Detailed operations instructions and business management procedures written.
Strategic Factors			
13 Extent of a clear, documented competitive advantage for the business?	Moderately positive	25%	Focus on efficiency and delivery
14 The condition of the assets and/or resources to maintain future operations of the business?	Moderately positive	25%	
15 Defined, documented and protected intellectual property to support the competitive advantage?	Neutral or none	0%	Further definition of key competitive advantage and used in marketing would increase strength
16 Effective strategies and plans in place to support profitable performance and growth?	Moderately positive	25%	Well documented business plan with clear strategies for EBITDA growth
External Factors			
17 Any regulatory, legal or other issues that can impact the ongoing nature of the business?	Neutral or none	0%	No issues
18 What stage is the lifecycle of the business relative to its industry?	Minor positive	10%	Mature industry with new growth prospects
19 Impact of economic fluctuations on revenue and/or profits?	Minor positive	10%	Minor impact expected
20 Level of competitive pressures within existing markets?	Minor negative	-15%	Competitive bidding maintains low pricing, reduced impact due to differentiation and niche market
Average Impact on Earnings Multiple Range Midpoint		28%	

Valuation Assessment

- Valuation

Future Maintainable Earnings (FME)				
	2018	Projected FY2019	Projected FY2020	Projected FY2021
Use Year In Calculations? (Y)	Y	Y	Y	Y
Revenue	\$ 4,151,936	\$ 4,567,130	\$ 5,023,843	\$ 5,526,227
Cost of Sales	\$ 2,110,738	\$ 2,321,812	\$ 2,553,993	\$ 2,809,392
Overhead Expenses	\$ 1,698,635	\$ 1,732,608	\$ 1,767,260	\$ 1,802,605
Reported EBITDA	\$ 342,563	\$ 512,710	\$ 702,590	\$ 914,229
Cost Adjustments	\$ 1,171	\$ 1,171	\$ 1,171	\$ 1,171
Adjusted EBITDA	\$ 343,734	\$ 513,881	\$ 703,760	\$ 915,400
Earnings Used For Valuation	\$ 343,734	\$ 513,881	\$ 703,760	\$ 915,400
Weighting %	100%	85%	75%	65%
Weighted Earnings For Valuation	\$ 343,734	\$ 436,799	\$ 527,820	\$ 595,010
Average FME		Used in Valuation		
2018		\$ 343,734		
2018 - Projected FY2019		\$ 390,266		
2018 - Projected FY2020		\$ 436,118		
2018 - Projected FY2021		Y	\$ 475,841	
Normalised EBITDA				\$ 475,841
Future EV / EBITDA Multiple		Low 3.3	High 3.6	Midpoint
Enterprise Value		\$ 1,570,274	\$ 1,713,026	\$ 1,641,650

Valuation Assessment

- Comparable Transactions

Location	Revenue (\$ / Year)	Indicated EBITDA	Price Exc Stock	Less Price Uncertainty of Future Sale	Stock Level	Implied Enterprise Value	Indicative EBITDA Multiple
Gold Coast Plumbing Business	\$ 1,400,000	\$ 300,000	\$ 675,000	10%	\$ -	\$ 607,500	2.0x
Plumbing NSW	\$ 2,800,000	\$ 325,000	\$ 1,600,000	15%		\$ 1,360,000	4.2x
Fabrication & Plumbing Mildura	\$ 4,000,000	\$ 300,000	\$ 800,000	10%	\$ 150,000	\$ 870,000	2.9x

	Minimum EBITDA Multiple	Maximum EBITDA Multiple
	2.0x	4.2x
Future Maintainable Earnings	\$ 475,841	\$ 475,841
Enterprise Value	\$ 963,577	\$ 1,991,210

- Enterprise valuation range of \$1.0m – \$2.0m provides broad support for the valuation range determined by the primary valuation method of \$1.6m – \$1.7m.

Valuation Assessment

- **Valuation Conclusions**

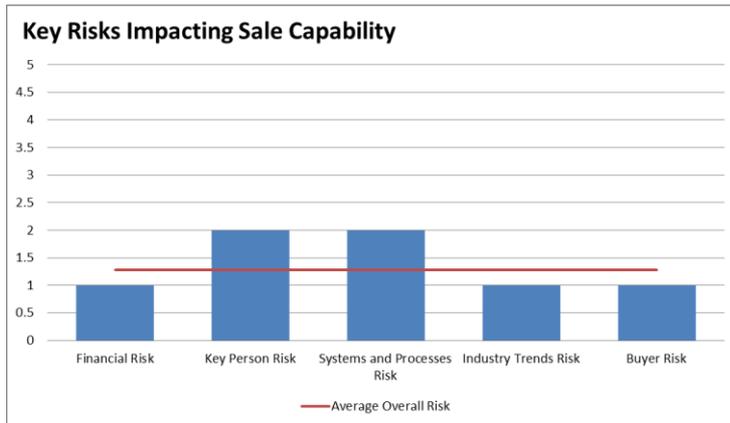
- Enterprise valuation of \$1.6m - \$1.7m
- Earnings Multiple: 3.3x – 3.6x
- Ongoing EBITDA: \$476k

- **Supported By:**

- Estimated 27% CAGR growth in revenue to FY18
- Maintenance of 8% EBITDA margin based on well established procedures and cost reporting.
- Secure market position with builders (clients) with a high level of repeat work.
- Documented procedures and systems in place reducing reliance on key staff.

Ready For Sale Assessment

- **Sale Capability**
 - Very likely to achieve a sale outcome



Sale Capability Report

This analysis assumes the business is a going concern and is assessed on its current circumstance.

Financial Performance	Industry Benchmark	Business Result
Est. revenue for current financial year?		\$ 4,500,000
Average revenue growth over past 3 years?		28.0%
EBITDA (post owners market salary)		\$ 476,000
Expected EBITDA next financial year?		\$ 514,000
Total tangible assets value reported on most recent balance sheet		\$ 1,210,000
Net assets reported on most recent balance sheet (exc intangibles)		\$ 831,000
Orderly sale value of assets		\$ 950,000
Shutdown costs		\$ 45,000
Is the company, micro, small, medium or large SME?	\$ 1,450,000	Small
Is average revenue growth less than industry average?	5.0%	No
Is EBITDA margin less than industry average?	14.0%	10.6%
Is EBITDA decreasing?		No
Is there a clear path to above average profitability in next 12 months?		Yes
Is FME Market Value < Asset Value of Enterprise?		No
Financial Risk (1=Low - 5=High)		1
Key Person Risk		
Is there a management / staff structure in place to distribute key roles?		Yes
Are key client/customer relationships controlled by key owners/staff?		Somewhat
Is any key IP held or reliant on the key owners/staff?		Somewhat
Are the majority of business decisions made by key owners/staff?		No
Key Person Risk (1=Low - 5=High)		2
Systems and Processes		
Are the majority of operations and processes documented?		Yes
Are multiple staff/management trained in different business areas?		Yes
Does the business rely on key owners/staff for operations of business?		Somewhat
What extent of automation is in place?		Medium
Systems and Process(1=Low - 5=High)		2
Industry Trends		
Over the next 1-3 years what of the following changes will negatively influence the business:		
Technology?		No
Regulations, legislation or other codes of conduct?		No
Markets or social trends?		No
Industry Trends Risk (1=Low - 5=High)		1
Buyers		
Are there many direct competitors that would have interest in the business?		Yes
What market share does the business hold?		<1%
Can the products or services be replaced by alternatives or different technology?		No
Are there clear and multiple buyers available?		Yes
Is the size of the business likely to significantly contribute to buyer business?		Yes
Buyer Risk (1=Low - 5=High)		1
Average Risk Over All Categories (Financial and Buyer Risk has weighting of 2.0x)		1.3
Key Risks With Significant Impact		Increase devolvement of operational decisions Implement processes to stay in touch with key clients Distribute client relationships to other staff
Likelihood of Achieving a Sale?		Very Likely

Ready For Sale Assessment

• Premium Likelihood

Key Rewards Impacting Likelihood of Premium



Premium Readiness Report

This analysis assumes the business is a going concern and is assessed on its current circumstance.

Reward Assessment

Financial Reward

Est. revenue for current financial year?	\$ 4,500,000
Expected revenue growth % next financial year?	28.0%
EBITDA (post owners market salary)	\$ 476,000
Expected EBITDA next financial year?	\$ 514,000
EBITDA Margin % Current Year	10.0%
EBITDA Margin % Next Year	11.4%
Total tangible assets value reported on most recent balance sheet	\$ 1,210,000
Net assets reported on most recent balance sheet (exc intangibles)	\$ 831,000
Orderly sale value of assets	\$ 950,000
Return on Assets % Current Year	28.0%
Return on Assets % Next Year	30.0%
Can EBITDA increased by more than 100% in less than 2 years?	Yes
Is significant capital investment required to achieve EBITDA increase?	No
Can the business secure or fund the required investment?	Yes
Are market salaries paid to owners (excluding profits)?	Yes
Does the business owe the owners significant loans to be repaid?	No

Rank the level of financial reward 5 (1=Very Low - 7=Very High)

Lifestyle Reward

Do the business owners have flexibility in time spent at the business?	Yes
Are the business owners able to step back from the business at any time?	Yes Require further marketing resources
Does the business provide the owners opportunities for achieving a balanced lifestyle?	Yes
Is there evidence of a balanced lifestyle available to business owners now?	Yes
Do the owners experience unhealthy and ongoing stress from managing the business?	No
Are the lifestyle goals of the business owners being met?	Yes

Rank the level of lifestyle reward 6 (1=Very Low - 7=Very High)

Personal Satisfaction Reward

Does the business provide the owners with personal satisfaction on a daily or weekly basis?	Yes
Does the business contribute to the business owners careers?	Yes
Does the business support the owners achieving personal goals and achievements?	Yes
Does the business support meeting the owners non-financial needs?	Yes
Is the business congruent with the perception of satisfaction of business owners?	Yes

Rank the level of personal satisfaction reward 7 (1=Very Low - 7=Very High)

Legacy Reward

Is it important to the business owners that the business has an ongoing legacy?	Yes For employees mainly
Is the ongoing brand and image important to the business owner post-exit?	No
Does the business contribute to this legacy?	Yes
Does the business support others aside from the business owner?	Yes Employees
Does the business support a contribution to wider society or industry?	No Not focus of owner
Are these legacy factors important post-exit to the business owners?	No

Rank the level of legacy reward 5 (1=Very Low - 7=Very High)

Timeline Reward

Is there a particular deadline or target timeline the owner has in relation to business exit?	No
Is the business owner impacted by health or other short term family issues?	No
Does the business exit strategy meet these requirements (deadlines, health or family issues)?	Yes
Does the business owner have time to achieve a better exit strategy outcome?	Yes

Rank the level of timeline reward 7 (1=Very Low - 7=Very High)

Average Reward Over All Categories

Key Rewards with Significant Impact	6.0
Financial	
Lifestyle	

Likelihood of Achieving a Premium Price? Very Likely

Ready For Sale Assessment

Key Risk Issues

- **Very likely to sell**
 - Low financial risk
 - Medium key person risk (improve marketing processes)
 - Buyers in market

Key Rewards

- **Strong financial reward with market salaries paid and owner dividends**
- **High level of lifestyle and personal satisfaction reward**
- **Legacy reward not a factor**
- **Time available to achieve sale**
- **Highly likely to sell for premium**

Value Opportunities Road Map

Value Opportunities Road Map

	Current		Target - Year 3	
Ongoing EBITDA	\$	476,000	\$	900,000
Earnings Multiple		2.8	4.2	4.4
Enterprise Valuation Range	\$	1,332,800	\$	3,780,000
% Increase			184%	160%



	Key KPI and Targets		
	Year 1	Year 2	Year 3
Sales and Marketing	Total sales		
	\$ 5,200,000	\$ 5,600,000	\$ 6,500,000
	% Tender success rate		
	60%	65%	70%
Operations	Gross Profit Margin		
	45%	47%	47%
Finance	EBITDA		
	\$ 690,000	\$ 782,000	\$ 905,000
	EBITDA Margin		
	13.3%	14.0%	13.9%
Business Management	Board Advice Mtgs		
	Yes	Yes	Yes

	Key Strategies	
	Year 1	Year 2
Sales and Marketing	Year 1	CRM system installed and training complete
	Year 2	Stay-in-touch system documented for key tender sources
Operations	Year 1	Identify key strategic prospects to add to list; develop approach strategy
	Year 2	Train Ops Mngr in sales / marketing processes
Human Resources	Year 1	Increase use of advanced ordering systems for supplies
	Year 2	Train Team Leaders in Ops Mngr role
Finance	Year 1	Complete process documentation
	Year 2	Develop career development strategy for Ops Mngrs and Team Leaders
Management	Year 1	Nil
	Year 2	Implement Strategy planning / review processes

Buyer Landscape

Existing Industry / Market:	Commercial Plumbing / High Rise Apartments
Related Industries	Construction companies
	Plumbing suppliers
	Architects / Designers
	Real Estate Developers

Related Markets	Greater Melbourne
	Sydney CBD

Suppliers & Potential Suppliers	Employees / Past Employees	Customers / Clients	Potential Customers / Clients	Direct Competitors	Related Industry Competitors	Friends & Relatives
1 Western Suburbs Labour Hire	Ops Mngr					
2 Reece	Team Leader #1					
3 Total Tools						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						
16						
17						
18						
19						
20						

Buyer Landscape

	Industry	Company / Business	Website	Contact Name	Position	Email	Contact Number	Contact Priority
1								
2								
3								
4								
5								
6								
7								
8								
9								
10								
11								
12								
13								
14								
15								
16								
17								
18								
19								
20								

Exit Strategy Options Review

Exit Strategy	Timeframe Required (Mnths)	Estimated Cost (\$)	Expected EBITDA Multiple	Likelihood of Buyers	Likelihood of Implementation
Orderly Closure and sale					
Liquidation					
Trade Sale - Financial buyer					
Trade Sale - Strategic buyer					
Trade Sale - External Investor					
Internal Sale - Existing owners					
Internal Sale - Employees					
Internal Sale - Family Succession					
Internal Sale - MBO / MBI					
Franchise IP					
Contract Management					
Strategic Alliance / JV					
IPO Private Listing Investors					
IPO (ASX, NSX or Other)					

Exit Strategy Options Review

- **Recommended Exit Strategy Options**
 - **Staged sale to Ops Mngr**
 - **Secure investor via Strategic Alliance**
 - **Strategic trade sale**

Qualified Buyers List

	Industry	Company / Business	Website	Contact Name	Position	Interest in Growth By Acquisition?	Made Other Acquisitions?	Response to Intro Brief	Next Steps
1									
2									
3									
4									
5									
6									
7									
8									
9									
10									
11									
12									
13									
14									
15									
16									
17									
18									
19									
20									

Action Plan

Action / Improvement Plan

#	Strategy / Area	Action / Improvement Item	Resp	Date Due	Status
1	Sales and Marketing	Identify strategic prospect list and document approach	SC / Ops Mngr	1-May	
2		Document approach/stay in touch process	SC	30-May	
3		Implement detailed CRM	SC	30-Aug	
4		Training for Ops Mngr	SC	30-Aug	
5	Operations	Expand use of pre-order in bulk to reduce costs	Ops Mngr	15-Jun	
6		Ops Mngr Training for Team Leaders	Ops Mngr	30-Jul	
7		Complete processes documentation	Assistant	30-Aug	
8	Human Resources	Increase Team Leader training	SC/Ops Mngr	15-Aug	
9		Complete business processes documentation	SC/Ops Mngr	15-Aug	
10	Management	Implement board of advice and reporting processes	SC/Assist	30-Jul	

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Thank you

Email - m.williams@exitvalue.com.au

www.exitvalue.com.au