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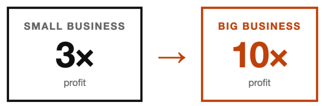
The Rollup Plan

Buy eight small businesses at 3× profit. Put them together. Sell one big business at 8–10×.

01 The idea

One line, then everything else is just how.

Same profit. Two prices.



Buy at 3. Sell at 10. That's the whole game.

A small business sells for **3× its profit**. A big business sells for **10× the exact same profit**. Same trucks, same customers, same money coming in.

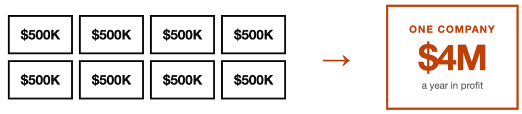
The price is different because a different buyer is allowed to buy it. One person with a bank loan buys the small one. Private equity buys the big one – and they pay far more.

Buy at 3. Sell at 10. The gap is the whole business.

02 What we buy

Eight businesses in one industry, in one region.

Then you do it eight times



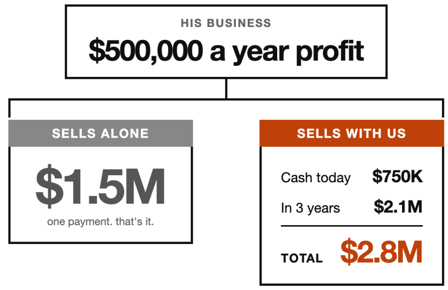
Eight small ones nobody wants = one big one everybody wants.

EACH BUSINESS	NUMBER
Profit per year	$500,000
Revenue per year	$2.8M
We pay	3× = $1.5M
Eight of them together	**$4M profit · $22.4M revenue**

Below $1M of profit, big buyers won't look. Above $4M, they compete. That's the only reason eight is the number.

03 What each owner gets

They sell half for cash and keep half in the big company.



He gets almost double for the same business.

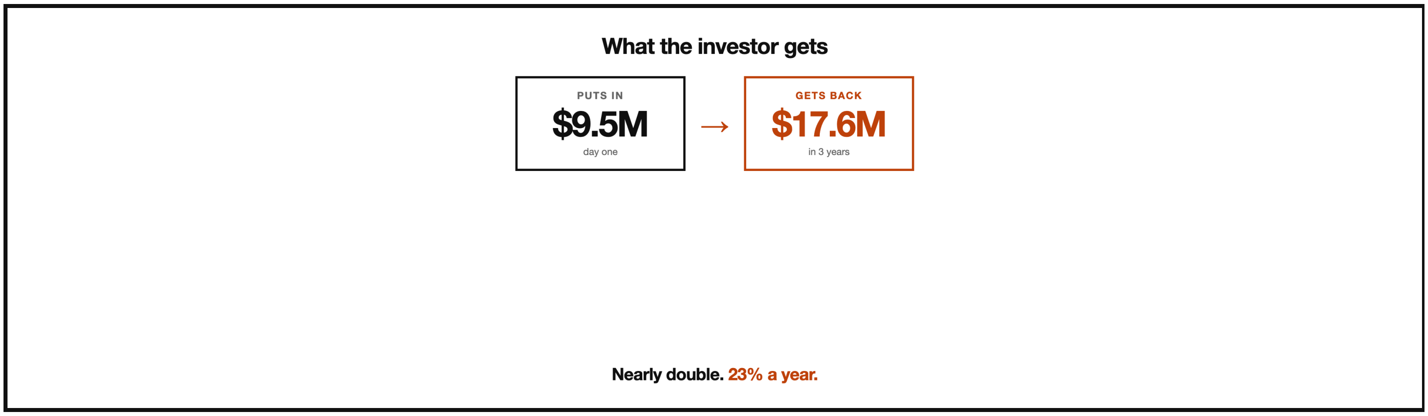
	ALONE	WITH US
Cash at closing	$1.5M	$750,000
Paid in 3 years	—	$2.1M
Total	**$1.5M**	**$2.8M**
If we sell at 10× instead of 8×	—	$3.4M

The half they cash out is priced at 3×. The half they leave in is priced at **4.5×** — a better price, because they're taking risk with us instead of taking cash.

> **Almost double for the same business — and their name comes off the bank loan on day one.**

04 What investors get

They fund the cash half and the systems.



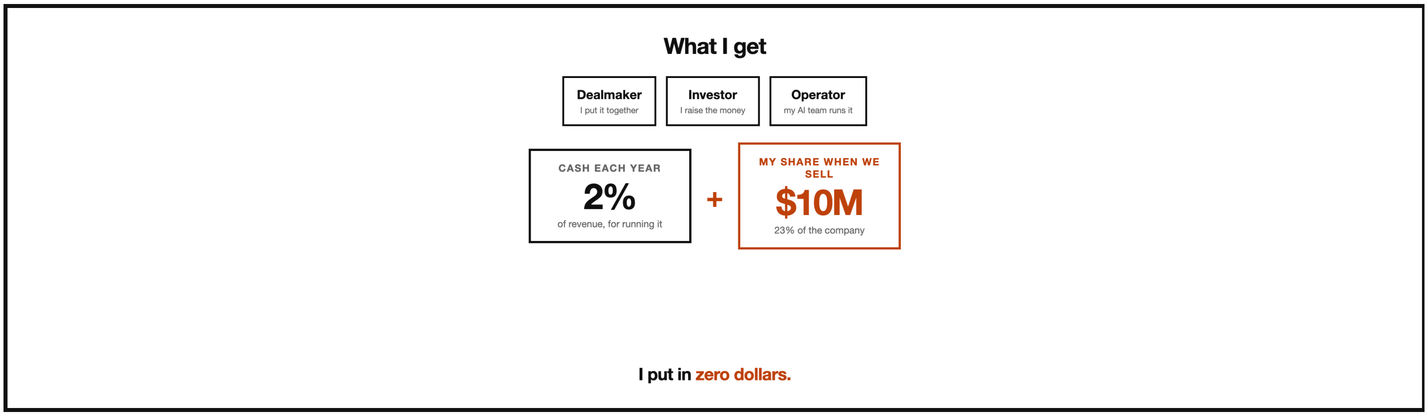
USE OF THE MONEY	AMOUNT
Cash to the eight owners	$6.0M
Systems, AI, integration	$2.0M
Lawyers, accountants, working capital	$1.5M
Total raised	**$9.5M**

WHAT THEY MAKE	SELL AT 8×	SELL AT 10×
Money back	$17.6M	$22.4M
Per year	23%	33%

We raise at **6× profit** — so investors buy in at 6 while the businesses were bought at 3. Their downside protection is that the assets cost half what they paid.

05 What I get

Four jobs, two ways of getting paid, no cash in.



ROLE	WHAT IT MEANS
Dealmaker	Find the eight, negotiate them, close them on one day
Advisor	Help each owner buy well in the first place
Investor	Raise the $9.5M and syndicate it
Operator	My team and AI agents run marketing, phones, dispatch, collections, back office

HOW I'M PAID	SELL AT 8×	SELL AT 10×
2% of revenue each year, in cash	$700K	$700K
22.9% of the company, at the sale	$10.2M	$12.9M
Total	**$10.9M**	**$13.6M**

06 Who owns the company

Marked at 6× profit on day one — $24M.

HOLDER	OWNS	PUT IN
The eight owners	37.5%	Their businesses
Investors	39.6%	$9.5M cash
Me	22.9%	$0

The owners hold the biggest share. That is deliberate — they are the ones who have to keep running the businesses.

07 The group P&L

All eight businesses as one company. Every number after the 2% fee I charge.

	AT CLOSE	YEAR 1	YEAR 2	YEAR 3
Revenue	$22.4M	$23.5M	$27.5M	$32.0M
Cost of doing the work	($14.0M)	($14.6M)	($16.6M)	($19.2M)
Branch overhead & managers	($2.7M)	($2.9M)	($3.2M)	($3.7M)
Marketing	($0.9M)	($1.0M)	($1.1M)	($1.3M)
Eight owners' pay (goes away)	($0.9M)	—	—	—
Head office — CEO, CFO, systems	—	($0.7M)	($0.9M)	($1.2M)
My 2% management fee	—	($0.5M)	($0.6M)	($0.6M)
Profit (EBITDA)	$4.0M	$3.9M	$5.2M	$6.0M
Profit margin	17.9%	16.6%	18.8%	18.8%

Year 1 goes down, not up. That's real. You're paying for a CEO and systems before the savings arrive. Any plan that shows profit rising in a straight line from day one is lying.

Year 2 and 3 grow three ways: **5% organic**, **+2 points of margin** from shared buying, shared marketing and the AI systems, and **three small add-on businesses** bought at 4× along the way.

CASH	YEAR 1	YEAR 2	YEAR 3
Profit (EBITDA)	$3.9M	$5.2M	$6.0M
Equipment, systems build, tax, working capital	($2.5M)	($2.9M)	($3.0M)
Cash left in the business	$1.4M	$2.3M	$3.0M

Nobody takes money out before the sale. Cash stays in to fund the add-ons and the growth. We borrow **$3.5M** for the add-on purchases – that's the only debt, and it's what comes off the price at the sale.

08 What everyone makes

Year 3. Same $6.0M of profit, three different sale prices.

IF WE SELL AT	6× (BAD)	8× (PLAN)	10× (GOOD)
Company sells for	$36.1M	$48.1M	$60.1M
Less the $3.5M of debt	$32.6M	$44.6M	$56.6M
Each owner (37.5% split 8 ways, + their $750K)	$2.3M	$2.8M	$3.4M
Investors (39.6%)	$12.9M	$17.6M	$22.4M
on $9.5M in	1.36×	1.86×	2.36×
per year	11%	23%	33%
Me (22.9%, + $0.7M of fees)	$8.2M	$10.9M	$13.7M

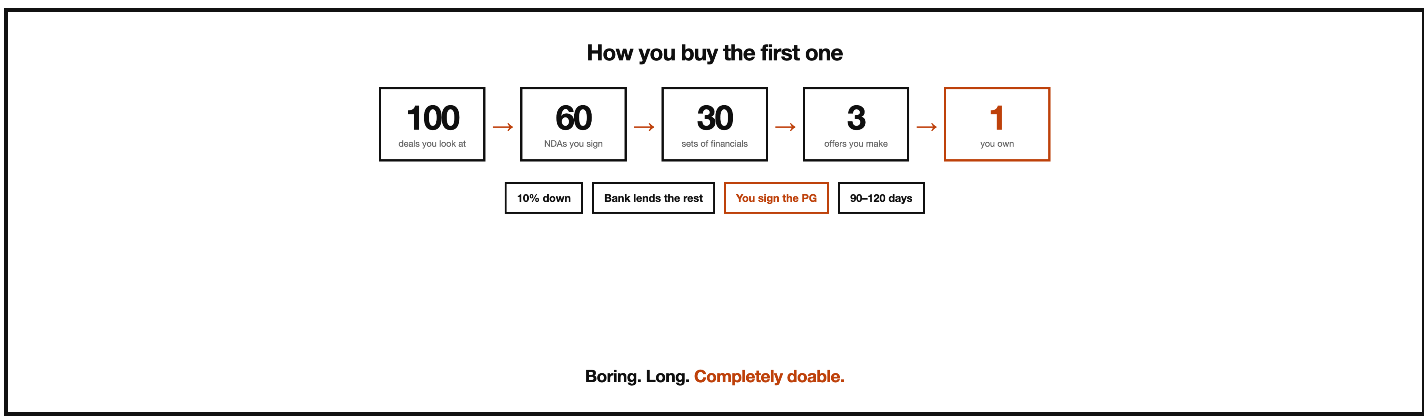
We plan on 8×. 10× happens in good industries in good years – it's upside, not the plan. And even at 6×, the same price a buyer would pay for a business half this size, everybody still makes money.

The one case that loses money isn't a bad market. It's buying eight businesses and not growing them.

Conservative note: at the sale we take off the $3.5M of debt but give no credit for the cash sitting in the bank. That understates every number above by a couple of million.

09 How the businesses get bought

The unglamorous part. This is what it takes to buy one.



- **On-market** – the listing sites and brokers. Easy to find, more competition, higher price.
- **Off-market** – owners nobody is talking to yet. Harder, but you're the only buyer in the room. This is where 3× comes from.
- **10% down.** The bank lends the rest. Sometimes the seller carries a note, sometimes we bring investors in for part of the equity.
- **The buyer signs a personal guarantee.** Their name is on the loan until we buy them into the platform.
- **90–120 days** from handshake to owning it.

10 The timeline

1 Months 1–2 — Pick the industry

Confirm real sales in that sector above 7× profit. Three recent deals, or pick another industry.

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2 Months 2–5 — Line up twelve owners

Twelve signed options for eight slots. Every owner gets their own lawyer, we pay for it.

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3 Months 3–5 — Hire the CEO

Someone who has run a $30M+ business in that industry. Before the raise, not after.

4 **Months 4–7 — Books and money**

Independent audit of every business. Raise the $9.5M.

5 **Months 8–12 — Close all eight on one day**

One funds flow. Bank loans paid off, guarantees released.

6 **Years 1–3 — Build it**

AI systems across all eight. Clean combined books. Two or three small add-ons at 4×.

7 **Year 3 — Sell**

$6M of profit. 8× is $48M. 10× is $60M.

11 What could go wrong

RISK	WHAT WE DO ABOUT IT
Bank says no to the transfer Most owners bought with an SBA loan that has to be repaid when they sell.	Check every loan balance first. If the loan is more than 45% of our price, that owner is out.
We don't grow it The only case where everybody loses money.	Hire the CEO before the raise. This is the most important cheque in the plan.
Conflict of interest I advise people into buying, then buy from them.	Their own lawyer, paid by us. An independent valuation. Everything I make written down in front of them before they sign.
An owner walks at the last minute	Twelve options for eight slots. The raise is priced off a floor of six.
Owners take the cash and check out	Their shares vest over three years. Bonus tied to their own unit.

12 What I need to start

1 Approve the search

Eight weeks going through our client list to find which industry has eight qualified owners. This confirms or kills the plan.

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2 Approve paying for owners' lawyers and audits

About $90K across twelve owners. They pay nothing — that spend is what makes the options binding.

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3 Approve our own legal spend

$150–250K for securities and M&A

counsel, before the first signature.

4 Pick the industry

Or let the search pick it.

All figures illustrative and modelled from the assumptions stated above. Not an offer, not a solicitation, not investment advice.