SKIMMER

Building a Valuable Pool Service Business

Featuring Kris Wiig, CEO of Weld Valuations

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Presenters

Niki Acosta
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SKIMMER

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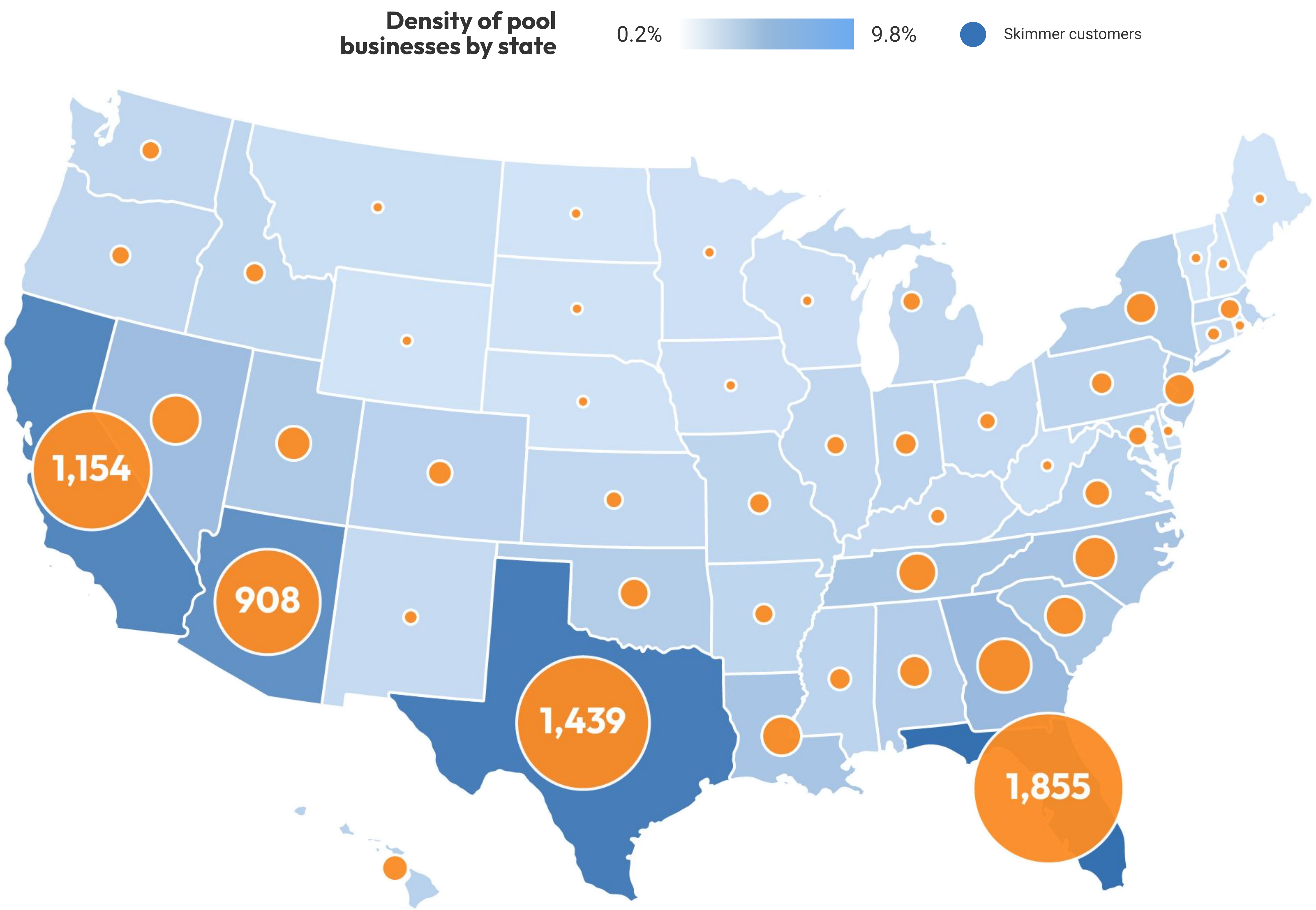
VALUATIONS

About Skimmer

Skimmer has the **largest national footprint** of any pool & spa software provider.

Over **40,000+** pool professionals rely on Skimmer to run their businesses.

1+ million unique pools were serviced with Skimmer last year!



Capterra BEST EASE OF USE 2026

Software Advice BEST CUSTOMER SUPPORT 2026

America's Fastest-Growing Private Companies Inc. 5000

BRONZE 2024 STEVIE® WINNER FOR SALES & CUSTOMER SERVICE

NPS 63

CSAT 99 %

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Agenda

- Why business value matters, even if you’re not ready to sell
- How buyers evaluate risk, EBITDA, MRR, and multiples
- The value drivers that increase or decrease business value
- Practical steps to strengthen your business now
- Beta invitation and Q&A

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Why business value matters

Business Owner Styles

Lifestyle

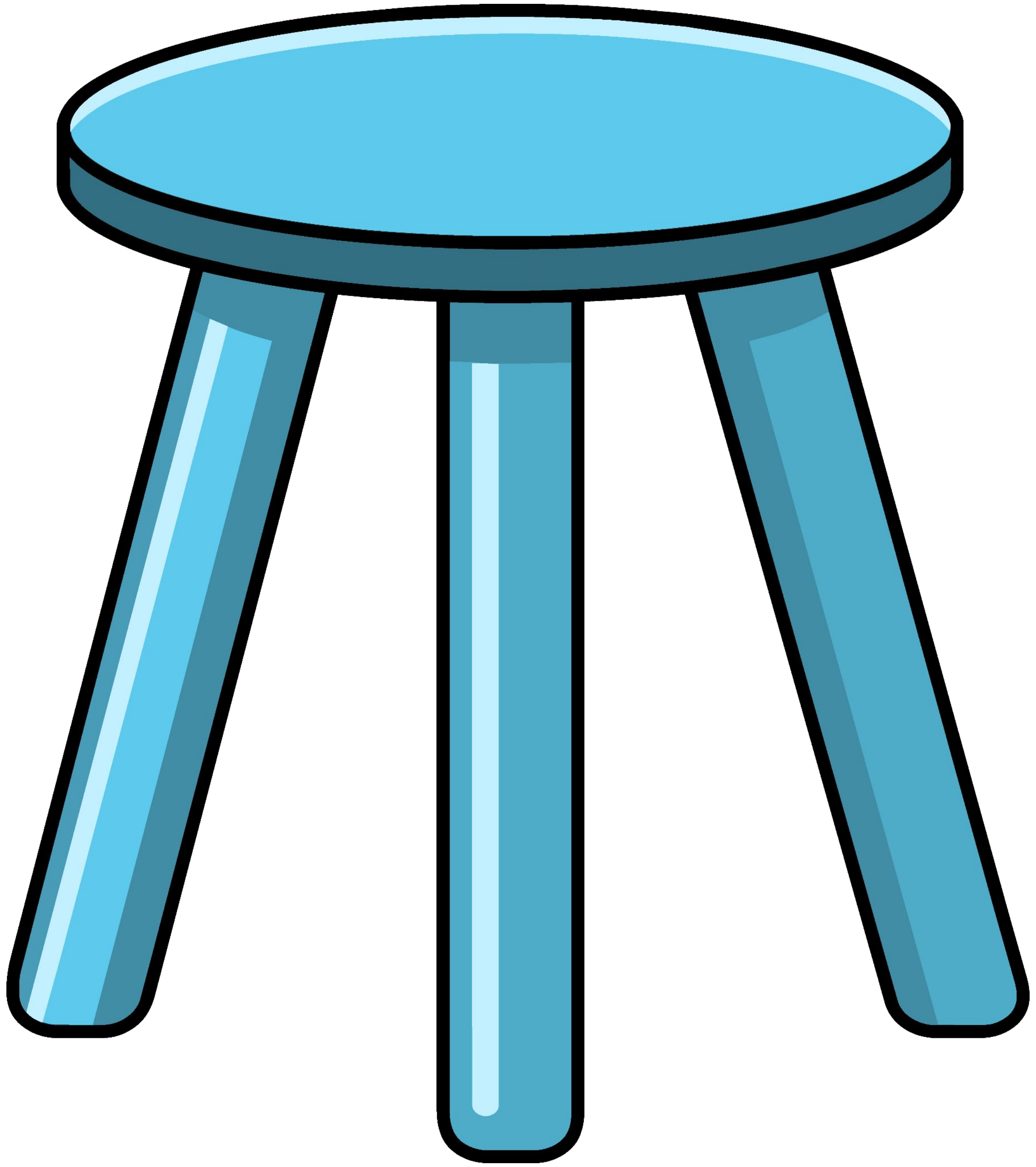
Value Creator

What is Exit Planning?

Exit planning combines the **plan, concept, effort,** and **process** into a clear, simple **strategy** to build a business that is **transferable** through strong human, customer, structural, and social capital.

The future of you, your family, and your business are addressed by focusing on creating value **today**.

The Three Legs of The Stool



Maximizes transferable business value

Ensures owner is financially prepared

Ensures there’s a plan for “What’s Next?”

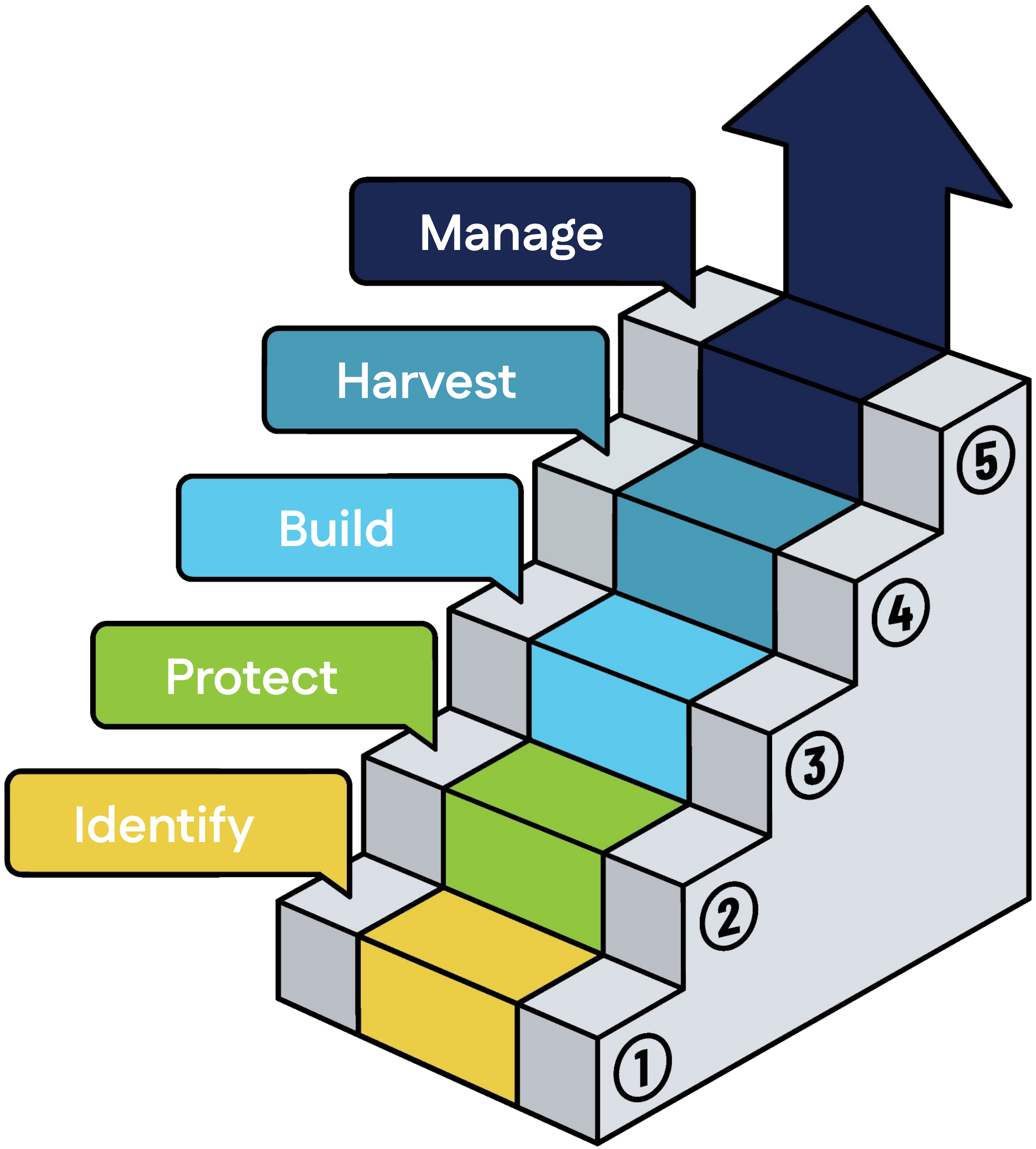
Source: The Exit Planning Institute


Exit planning is simply
good business strategy.

Value Maturity Index™

The Value Maturity Index is a measure of how "**buyer-ready**" a business is.

It assesses the factors that determine whether a company is valuable, transferable, and capable of thriving without its current owner.



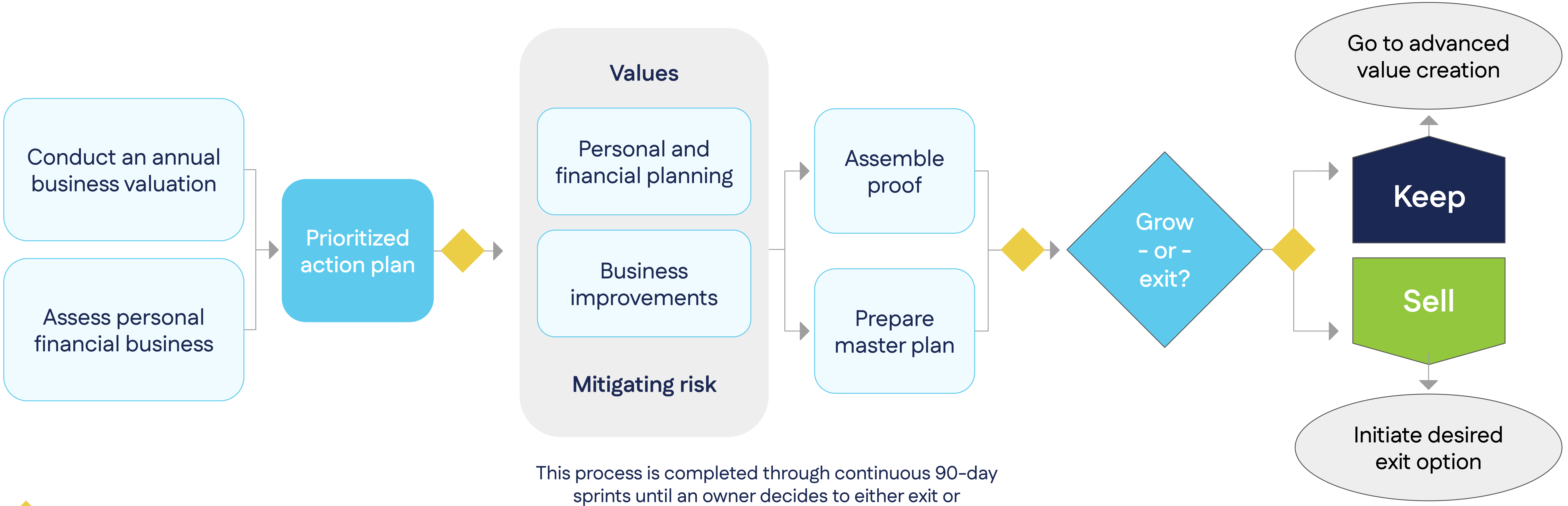
Source: The Exit Planning Institute

The Value Acceleration Methodology™

Discover

Prepare

Decide



This process is completed through continuous 90-day sprints until an owner decides to either exit or strategically keep their business. If an owner decides to keep their business, they cycle through the methodology until an exit event takes place.

Key milestone

Source: The Exit Planning Institute

Risk, multiples, and value

How Risk Impacts Your Business Value

5 Businesses, all with the same revenue and EBITDA can sell for very different values.

STRATEGIC CONSIDERATIONS

Business Value by Multiple

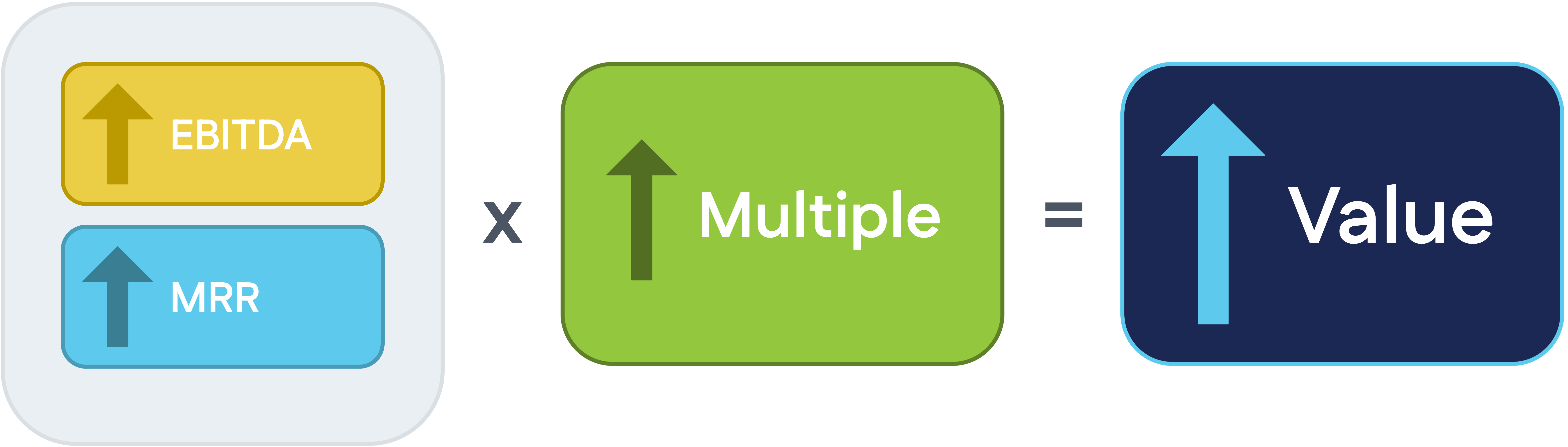
The chart below illustrates how improving the factors in your scorecard — and attracting a higher EBITDA multiple — can significantly increase the value of your business.

FULL BUSINESS ACQUISITION — EBITDA BASIS

Assuming Adjusted EBITDA of $482,000

A business with the same cash flow can sell for approximately **$3,133,000 more** at the 90th percentile multiple compared to the 10th percentile multiple, and the applicable multiple depends on how buyers perceive the cash flow's risk, consistency, and transferability.

The Value Formula



You Control

Predictable cash flow
Clean balance sheet
Size matters!

You Control Some

Private capital market conditions
Terms / exit options
Intangibles (value factors)

Drivers that move the needle

Four Types of Capital

Human

Structural

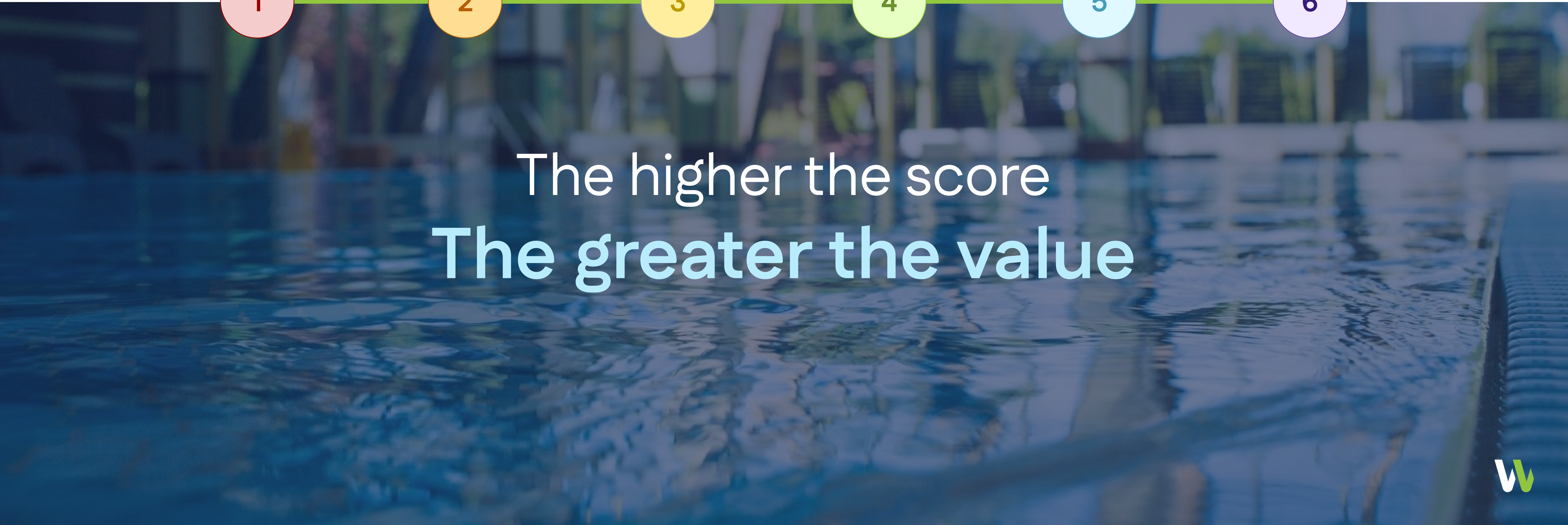
Customer

Social

Scoring The Types of Capital

Weak Average Strong

1 2 3 4 5 6



The higher the score

The greater the value

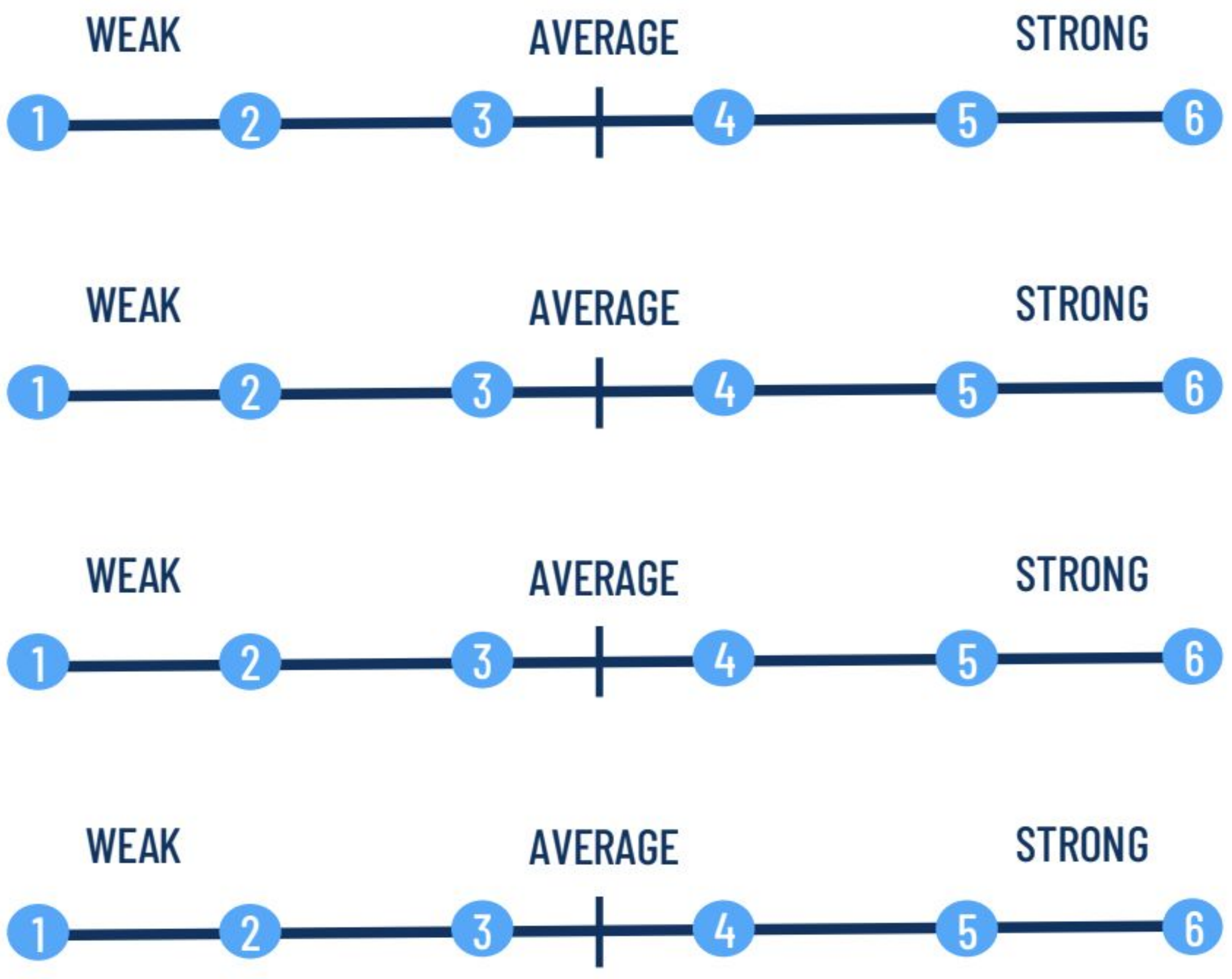
Range of Value

Source: The Exit Planning Institute

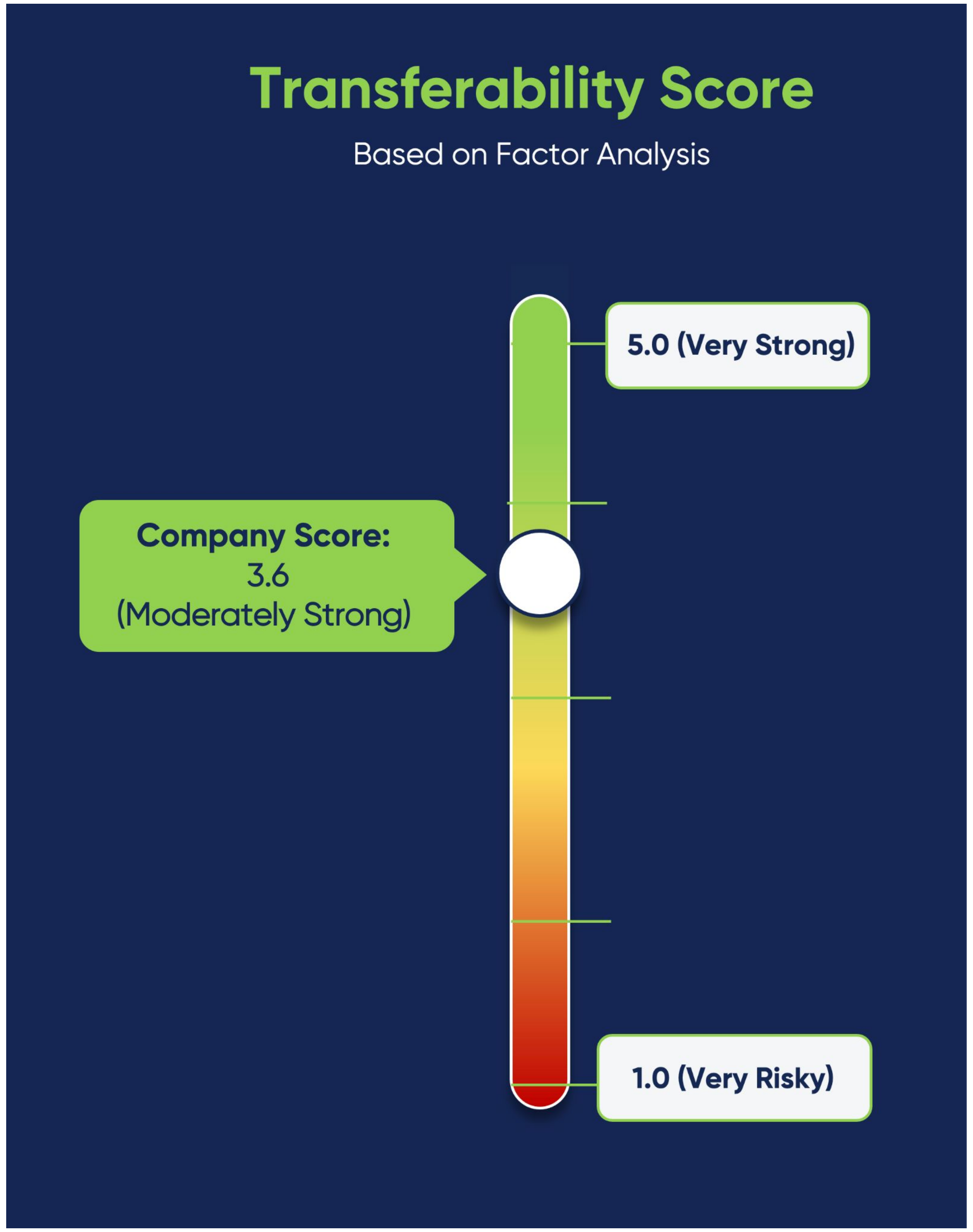
Which Company Has More Value?

SAME REVENUE & SAME EBITDA

COMPANY A		COMPANY B
3	HUMAN	4
3	CUSTOMER	4
2	STRUCTURAL	4
3	SOCIAL	5



What's Your Transferability Score?



Score	Factor	Weight	Strength or Development Area
3.1	**Size**	High	Sales in line with lower-middle of the data set EBITDA (earnings) above 55% of data set
4.0	**Margin Strength**[1]	High	Greater current year profit margin (12.9%)[2] vs. benchmark data (8.6%) Greater 3-year average profit margin (10.9%)[2] vs. benchmark data (8.6%)
3.0	**Recurring Revenue**	High	50%+ of sales from repeating services
3.2	**Revenue Stability**	High	Significant seasonality (revenues fluctuate depending on time of year) Not cyclical (recession resistant)
4.8	**Growth Trend**	Medium	49.0% most recent year sales growth, driven primarily by route acquisitions 75.9% average sales growth over the past two years, driven by route acquisitions 5.4% most recent year EBITDA (earnings) growth 927.6% average EBITDA (earnings) growth over the past two years
4.6	**Customer Concentration**	Low	Largest customer contributes less than 5% of sales 2-5 year length of relationship of largest customer with Company Top 3 customers contribute less than 10% of sales
3.8	**Owner Dependence / Management Depth**	Low	Owner active but redundant for operations Management functional with occasional owner guidance Key management staff with company for 3-5 years on average Operating procedures documented for core functions
3.0	**Financial Statement Quality**	Low	Standard "tax-ready" financials with personal perks easily identifiable
N/A	**Supplier Concentration Risk**	N/A	1 to 2 key suppliers, but key supplies are easily found elsewhere
5.0	**Brand Presence / Local Reputation**	Low	4.0+ stars on Google reviews Little or no social media presence

1 Higher risk, lower transferability
3 Moderate risk, moderate transferability
5 Lower risk, higher transferability

Factors Affecting Business Value

Two businesses with the same earnings can sell for very different prices. Buyers look closely at factors such as risk, stability, and how dependent the business is on the current owner. **The following factors often influence buyer demand and valuation, and collectively drive the Transferability Score.**

Looking ahead, continue to monitor and strengthen performance in these areas. Note that buyers will emphasize different factors depending on whether they view the transaction as a route acquisition or a full business acquisition.

01

Earnings

All else equal, businesses with higher earnings (EBITDA) will command greater multiples than those with lesser earnings. Revenue also plays a role as this is a core driver of earnings.

02

Margin Strength

Buyers look closely at profitability. Businesses with consistent, healthy margins are generally viewed as less risky than businesses where margins fluctuate or are declining.

03

Recurring Revenue

Repeat customers, service contracts, or ongoing relationships can make revenue more predictable. Businesses with strong repeat or recurring revenue often receive stronger buyer interest.

04

Revenue Stability

Businesses with steady, predictable sales are generally more attractive to buyers. Large swings in revenue, heavy seasonality, heavy cyclicality, or highly project-based work can make future earnings harder to predict.

05

Growth Trend

A business that is steadily growing is more attractive to buyers. Flat or declining performance may raise questions about future earnings. Buyers will also consider whether growth is organic or driven by route acquisitions, with organic growth generally viewed as more sustainable.

Factors Affecting Business Value

This is not an exhaustive list, and the unique circumstances of every business and transaction require a tailored assessment of the key drivers for each situation. However, broadly speaking, businesses that perform well in these areas tend to attract more buyer interest and stronger valuation multiples, while weaknesses may lead buyers to apply more conservative (lower) pricing.

06

Customer Concentration

A diversified customer base is usually more valuable than relying on one or two major customers. If a large portion of revenue depends on just a few relationships, buyers may view that as added risk. Buyers often use 15% of sales as a benchmark point where a customer starts creating concentration risk. While not a major factor for residential pool service businesses, customer concentration could be relevant for businesses servicing large commercial accounts.

07

Owner Dependence /Management Depth

If the owner is responsible for most sales, customer relationships, pricing decisions, or daily operations, the business may be harder to transfer to a new owner. Businesses with systematized/documented processes and a solid management team that can run smoothly without the owner's constant involvement are typically more valuable.

08

Financial Statement Quality

Commingling personal and business expenses on income statements can obscure the company's true earnings potential. While personal expenses can be added back to net income, buyers may have strict documentation requirements that are difficult to meet, and it is best practice to avoid commingling personal and business expenses. Additionally, clean segmentation of revenue and expenses by service category give buyers confidence in the revenue mix and segment profitability.

09

Supplier Dependence

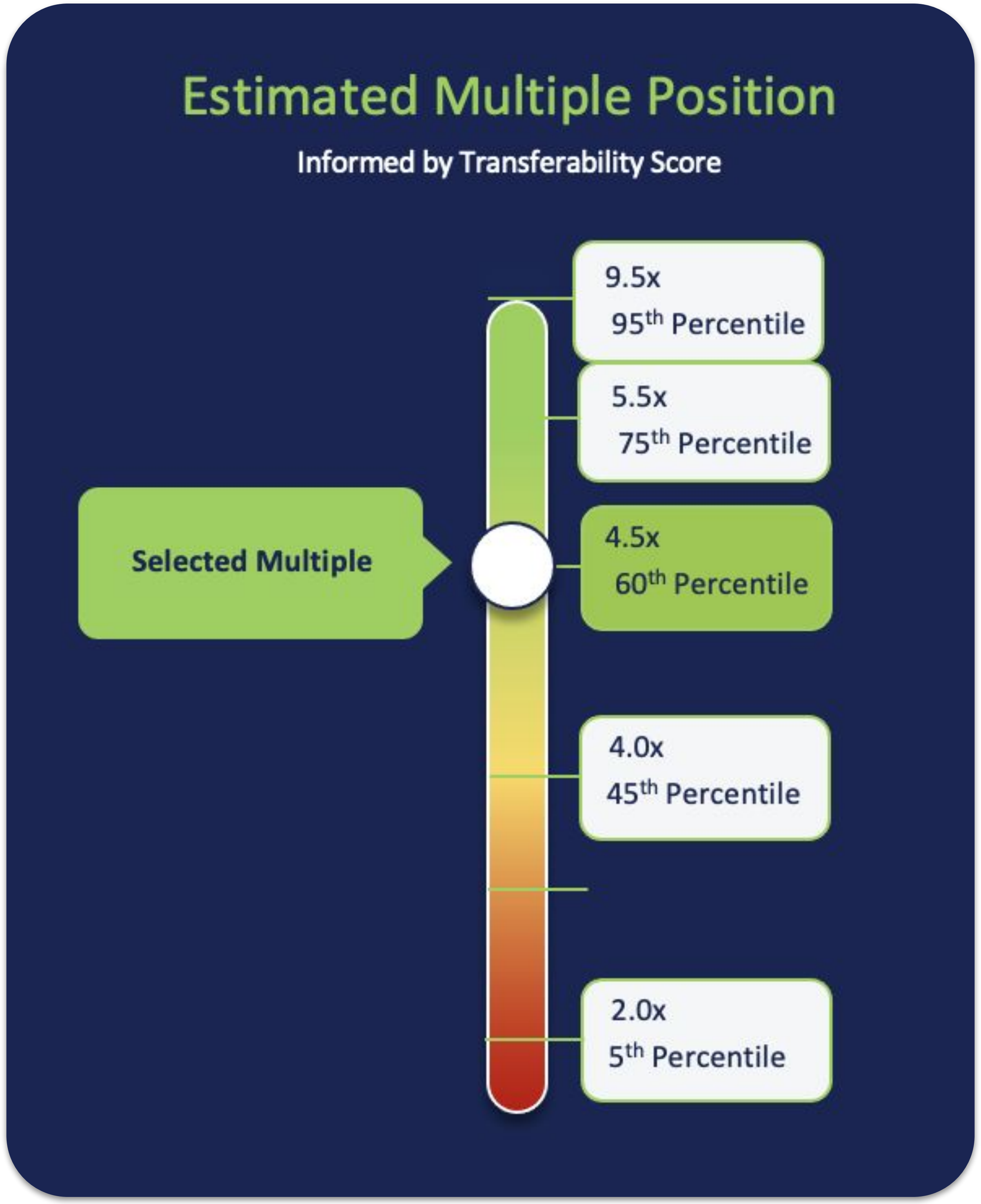
If a business relies heavily on one supplier or a limited number of vendors, it may create risk if supply terms change. Multiple supplier options can improve stability. This is generally not a major factor for pool service businesses, as they generally use the same distributors and switching costs are relatively low.

10

Brand Presence / Local Reputation

The Company's brand presence or local reputation can potentially play a role in earning buyer interest. Buyers may look at Google reviews, or for certain service-based businesses, social media presence.

Impacts of Transferability Risk



Note: Multiples shown are derived from actual completed transactions, and they reflect factors beyond transferability, including market conditions that are outside of a business owner's control. While improved transferability supports a higher multiple, it does so alongside other value drivers and does not guarantee that outcome on its own.

Steps to increase business value

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The Value Acceleration Methodology™

This process is completed through continuous 90-day sprints until an owner decides to either exit or strategically keep their business. If an owner decides to keep their business, they cycle through the methodology until an exit event takes place.

Source: The Exit Planning Institute

Weld Free Business Assessment

HOW BUYERS DETERMINE VALUE

The Same Business, Two Different Lenses

ROUTE ACQUISITION

Key metric: MRR

In a route acquisition, the buyer determines value based on recurring customer accounts — regardless of whether the transaction involves customer accounts only or the full business entity. At this scale, buyers focus on the size and predictability of the monthly recurring revenue stream rather than the underlying profitability of the operation.

Monthly Recurring Revenue (MRR) is the predictable, total monthly income generated from ongoing maintenance contracts — weekly or bi-weekly pool cleaning.

FULL BUSINESS ACQUISITION

Key metric: Adjusted EBITDA

The business is viewed as a standalone financial engine where value is derived from bottom-line profit. Buyers look at the business's ability to operate and grow without relying on the current owner.

Adjusted EBITDA is a commonly used profitability measure derived from Earnings Before Interest, Taxes, Depreciation, and Amortization (EBITDA), a standard accounting metric. "Adjusting" involves adding back expenses a new owner would likely not incur – such as excess owner compensation.

HOW BUYERS MAY VIEW YOUR BUSINESS

Start With Your Revenue

Your annual revenue ? $ 2,400,000

REVENUE		
	Full Business Acquisition	Likely valued on Adjusted EBITDA multiples, often supported by a multi-year cash flow analysis
$3M		
	Transitional Range	Buyers may focus on MRR or Adjusted EBITDA multiples depending on circumstances
$1M		
	Route Acquisition	Likely valued on MRR multiples as a collection of recurring service accounts

STRATEGIC CONSIDERATIONS

Steps to Increase Business Value

Owners who are years away from a potential exit can take deliberate steps to increase value before going to market. Improvements in the areas below often lead to stronger buyer interest and higher potential offer prices.

- Reduce owner dependence
- Improve financial record quality
- Improve operational efficiency
- Increase recurring or contracted revenue
- Improve profit consistency and margin stability

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STRATEGIC CONSIDERATIONS

How Skimmer Helps

Skimmer's platform provides the tools and insights pool service businesses need to strengthen operations, improve financial performance, and increase business value before going to market.

Reduce owner dependence
Use Skimmer's mobile app to give technicians access to service history, chemical records, and customer notes without calling the owner

Improve financial record quality
Leverage Skimmer's embedded accounting offerings to automate the flow of service data into your financials and maintain clean monthly records

Improve operational efficiency
Use Skimmer's route optimization tools to automatically cluster stops and reduce drive time, increasing pools per tech per day

Increase recurring or contracted revenue
Use Skimmer's customer segmentation to identify repair-only accounts and target them for contract conversion

Improve profit consistency and margin stability
Use Skimmer's reporting tools to track margin by service type and identify underperforming areas

Guidelines For Setting Priorities

2 The first step in Building Value is to step back and look at your personal and business models strategically.

Do you have the right model, framework, competencies to achieve your vision?

3 **How can we make 4Cs more efficient and effective?**

- Human Capital
- Structural Capital
- Social Capital
- Customer Capital

4 **More time/effort/money**

- But more value added

5 **Culture is evolved**

- Hard work, sacrifice, group accountability, succeeding together, teamwork, group flow
- Comes by repeatedly doing and building good habits over time
- Stay true to core values. Better yet, let the team define them.

Rule of Thirds When Chasing a Goal

How we *think*
we should feel

How it
should feel

and that's okay!

Additional resources

SKIMMER

Skimmer Beta Invitation

Marketing Suite beta

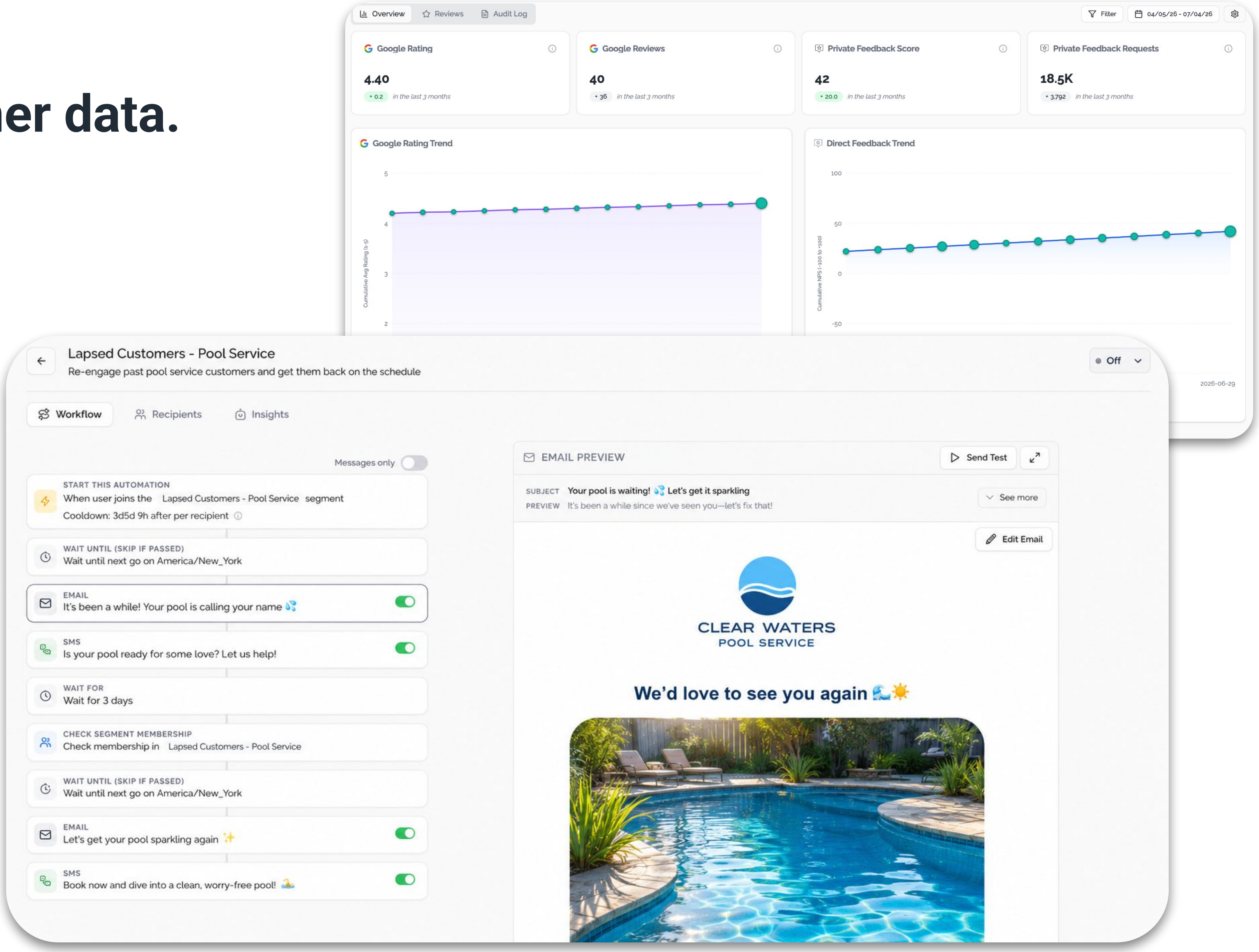
Campaigns and reviews — built on your real customer data.

Engage: Email & SMS campaigns

- Templates pre-configured with your branding
- AI-drafted content to reduce build time
- Revenue-tied campaign analytics

Reputation: Review management

- Automated service review requests after job completion
- Smart review routing sends happy customers to Google reviews
- AI-drafted review replies



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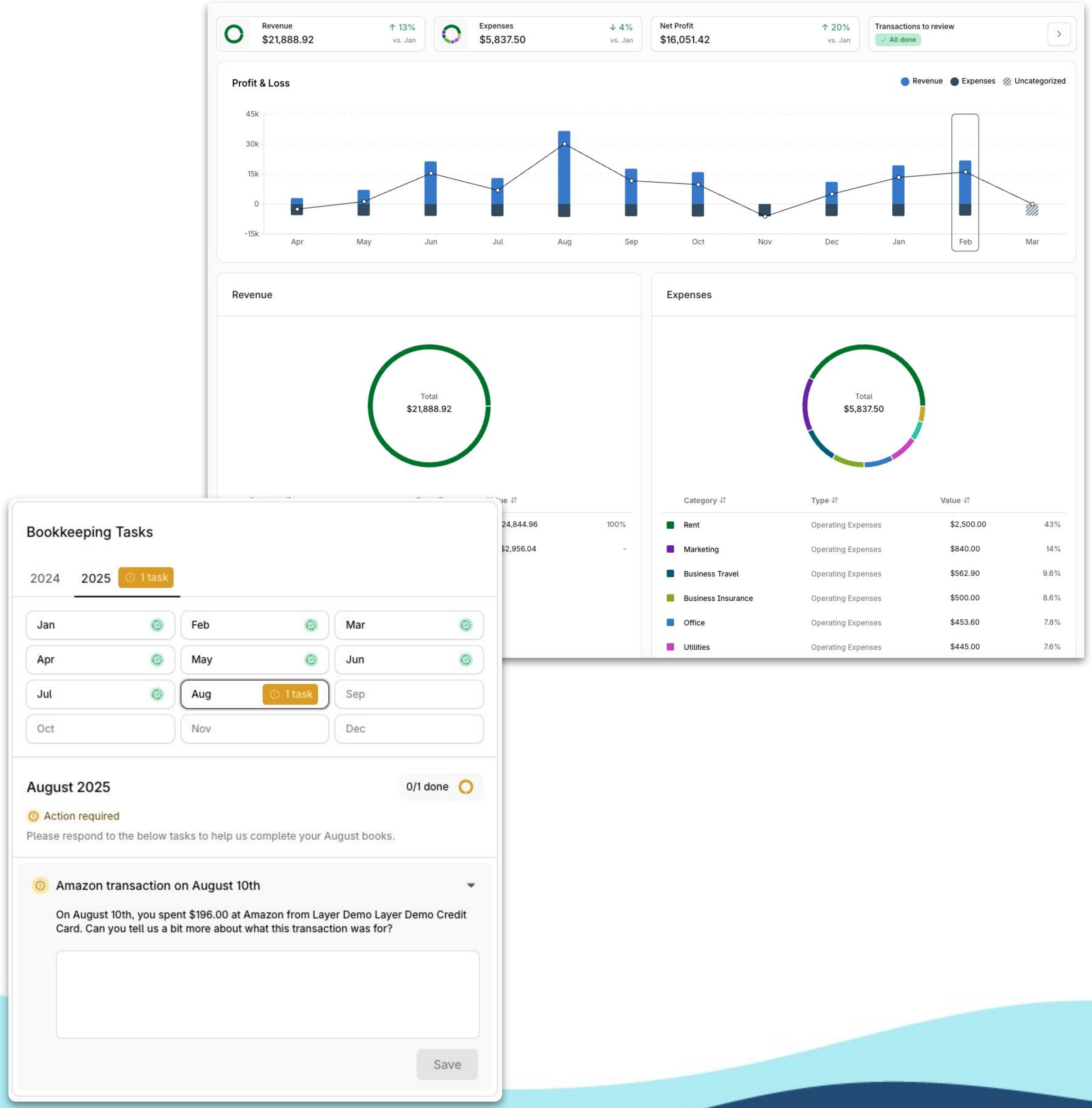
Bookkeeping beta

Your books, built into Skimmer.

- Built into Skimmer — no second system, manual export, broken sync, or duplicate data entry
- Always current — books update in near real-time
- Built for pool pros — categories and reports fit how your business actually earns and spends
- Clean, tax-ready books with a CPA-ready, reconciled tax packet
- Catch-up bookkeeping available (add-on)



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Beta signup

Help us shape what's next!

Q&A

Niki Acosta
Sr. Director, Industry Relations
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Kris Wiig
CEO
weld VALUATIONS

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Thank you!

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