

Why a pest control business price can change after 'yes'

Put the evidence beside the offer

2027 edition 12-minute read

By Simon Read, Founder & Managing Director

A practical guide with a pest control offer evidence bridge

Images are illustrative.

The whole guide on one page

An offer starts a conversation about what the buyer is buying. When a question appears, name the evidence and the proposed treatment before discussing a different price.

The issue	What good looks like	Ask for
1. Read the agreement behind the income	Current terms and actual customer history kept separate	Agreement, renewal trail and invoices
2. Find the visits already paid for	Cash receipts matched to service still owed	Customer prepayment and visit schedule
3. Put the complaint in one calculation	Cost, responsibility and treatment traced once	Complaint file, job record and accounts entry
4. Cost the work the owner leaves behind	Named cover for technical and management duties	Task list, competence evidence and cost basis
5. Keep route evidence beside the profit	Site work, travel and reports reconciled	Route diary and cost records
6. Reconcile the offer before changing it	Each issue has evidence, a reviewer and one treatment	Written offer and revised calculation

Use the worksheet on page 10 to record what changed and who must check it. Start with the issue you can document today.

Bring the evidence bridge

Use your completed sheet for a free first conversation about the questions still open.

01285 704466

Arrange a conversation

Meet Ternmead Pest Control

Ternmead is an invented English business. Its figures explain the checks in this guide; they are not market evidence.

Ternmead's £800,000 annual income

Illustrative



£440,000 of historical income has current signed terms: £300,000 food-premises and £140,000 other commercial servicing.

Start from the same accounts

Illustrative example, not a real deal

Annual income of £800,000 less £680,000 operating costs gives £120,000 reported operating profit. Removing an isolated £10,000 expense and £50,000 owner employment cost, then allowing £65,000 for replacement work, gives £115,000 adjusted profit.

At an illustrative three times adjusted profit, operating-business value is £345,000. A contractual price still needs agreement. Seller cash needs a separate bridge for the agreed cash, debt, costs and other terms.

The firm has four technicians. Their chosen planning week totals 160 hours: 100 on site, 35 travelling, 15 on reports and follow-up, and 10 on training or other administration. The owner's separate 40-hour week covers administration, customer review and scheduling.

Keep that operating picture beside the offer. A customer total alone cannot show who does the work or which visits have already been paid for.

1. Read the agreement behind the income

An expired document is a question to settle. It does not, by itself, show that a customer has left. Find the renewal trail before changing the income assumption.

What good looks like

For a food-premises customer, compare the service scope with the customer's requirements. FSA MyHACCP guidance says contracted services should meet the food business's requirements [1]. Check what was actually agreed, then match it to delivery.

Ternmead's commercial book

Illustrative example, not a real deal

Of £220,000 other commercial servicing income, £140,000 has current signed terms. The remaining £80,000 is repeat custom without that evidence. Finding an expired agreement in the review calls for renewal evidence, not a fresh deduction of the whole £80,000.

Ask for

What it settles

Signed terms and later correspondence

Whether the service scope or term changed

Visit reports and customer invoices

What was delivered and charged

Solicitor's reading of the actual documents

What the proposed transaction changes

What the buyer is thinking

What evidence supports the income I used in my offer? Show me whether this is a paperwork gap, a changed agreement or a lost customer.

What to check

Keep proven lost income separate from income whose terms still need checking. Record the customer's response and give your solicitor the complete document trail.

2. Find the visits already paid for

A receipt can arrive before the technician's visit. Put the cash date and the service period on the same schedule before discussing completion balances.

What good looks like

For accounts using FRS 102, accrual accounting separates recognition from cash movement [2]. Ask the accountant to reconcile receipts, recognised income and outstanding service obligations against the customer records.

Ternmead's future visits

Illustrative example, not a real deal

Customer prepayments total £25,000: £15,000 for future food-premises servicing and £10,000 for other commercial visits. The model treats these fees as unearned at the snapshot. They are neither delivery costs nor extra annual income.

Keep separate

Evidence to match

Money already received

Receipt and service period

Unpaid customer invoice

Invoice and collection record

Work still owed

Scope, visit diary and delivery plan

What the buyer is thinking

Which services must I deliver after taking over? Show me where their receipts and obligations appear in the proposed completion calculation.

What to check

Ternmead's chosen working-capital calculation already deducts the £25,000 liability. Ask whether a proposed further price deduction counts that same obligation again. Agree the actual completion definitions with your advisers.

3. Put the complaint in one calculation

A complaint needs a service record, an assessment and a proposed response. Give each item an owner before attaching a price reduction to it.

What good looks like

HSE describes integrated pest management and a stewardship framework for professional anticoagulant rodenticides [3]. Where relevant, assemble the site assessment, visit record and follow-up evidence. Ask the competent practitioner to assess the actual complaint.

Review Ternmead's complaint file

Illustrative example, not a real deal

Use Ternmead's service records to test an unresolved complaint. No callback cost has been added to its ledger. First establish the work needed and whether a cost is already recorded in the £680,000 operating costs or the £45,000 trade payables.

Question

Evidence

What happened at the site?

Complaint, agreed scope and visit report

What response remains?

Practitioner assessment and proposed work

Has its cost already entered the figures?

Accounts entry and unpaid bill, if any

What the buyer is thinking

I need to understand the remaining obligation. Show me how the proposed treatment relates to work and costs already in the accounts.

What to check

Give the callback one issue reference. If a supported cost enters the profit calculation, trace it through the revised value before considering a separate price adjustment. Ask the accountant and solicitor to reconcile any remaining treatment.

4. Cost the work the owner leaves behind

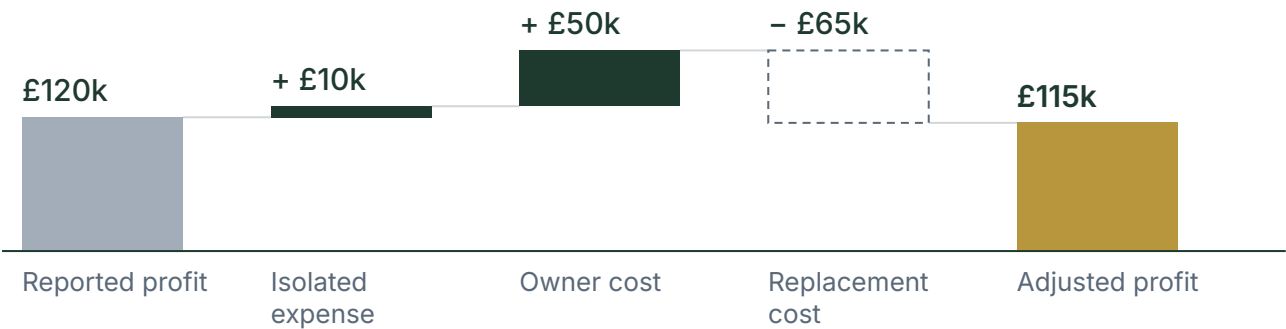
Removing the owner's pay does not remove the work. Check management and technical cover separately.

What good looks like

CRRU's rules from January 2026 accept approved certification within the previous five years, or older approved certification with current approved CPD membership [4]. First-time CPD entrants must complete the current year's criteria to be ready for the next year. Check evidence at the rodenticide purchase date.

Ternmead's adjusted profit bridge

Illustrative



$\text{£120,000} + \text{£10,000} + \text{£50,000 less £65,000} = \text{£115,000}.$

Ternmead's replacement assumption

Illustrative example, not a real deal

The £65,000 is a chosen total employment cost. Map owner-only technical tasks separately and check the proposed person's evidence.

Ask for	What it settles
Owner task list and cost basis	Which duties the replacement allowance covers
Certificate dates and applicable CPD evidence	Who can evidence relevant competence
Written issuer response	What a sale changes for each membership or credential

What the buyer is thinking

Who deals with a difficult site when you leave? Show me the named cover, the evidence and the cost included in the figures.

5. Keep route evidence beside the profit

A servicing book needs time for travel, access and reporting as well as site work. Test the offer's delivery assumptions against a dated diary.

What good looks like

Follow one food-premises job from the agreed service to its report, invoice and receipt. Use the customer's service requirements as the test [1]. Match route time to actual records, without assuming a standard visit frequency or travel allowance.

Ternmead's planning week

Illustrative example, not a real deal

Its four technicians have 160 planned hours in total. The 100 site hours sit alongside 35 travel hours, 15 report and follow-up hours, and 10 training or administration hours. Removing the travel line would leave the plan 35 hours short.

Evidence

Question for the review

Site and travel diary

Can the promised work fit the planned route?

Access arrangements and missed visits

What caused an interruption?

Cost ledger and invoice trail

Where is the delivery cost already recorded?

What the buyer is thinking

Can I deliver the agreed service with the people and time in the offer?
Show me where the diary supports the cost assumptions.

What to check

Use the same dates for the route diary and financial records. If a delivery cost changes the profit bridge, mark that treatment before carrying the issue into a completion discussion.

6. Reconcile the offer before changing it

Ask for a written bridge from the original assumption to the proposed revision. Keep evidence gaps open as questions until the records support an answer.

What good looks like

Name the evidence, reviewer and proposed treatment for each issue. For FRS 102 accounts, keep the distinction between recognition and cash movement in view [2]. Then ask your advisers how the agreed transaction definitions apply.

Ternmead's completion schedule

Illustrative example, not a real deal

£80,000 receivables plus £12,000 stock plus £8,000 operating prepayments, less £45,000 trade payables and £25,000 customer prepayments, gives £30,000 chosen operating working capital. That is not automatically added to its £345,000 illustrative business value.

Keep this line distinct

Check before agreeing

£115,000 adjusted profit

Owner cover and evidenced adjustments

£345,000 illustrative business value

Three-times teaching assumption only

Contractual price

Written terms and agreed adjustments

Seller cash

Cash, debt, fees and other agreed terms

What the buyer is thinking

Can we agree what this issue changes? I need a calculation that both advisers can follow from the same records.

What to check

Give every proposed adjustment one issue reference. Check whether it already changes profit, the value calculation or completion balances. Keep unresolved legal and technical questions with the appropriate reviewer.

Pest control offer evidence bridge

Use one row per issue in your proposed pest control sale. Record the offer assumption, actual record, possible treatment and person reviewing it. Write the action and its owner in the final column.

Business and offer date

Issue	Offer assumption / evidence	Treatment / reviewer	Action / owner	Counted once
Agreement renewal				☐
Prepaid visits				☐
Complaint or callback				☐
Owner technical cover				☐
Route delivery costs				☐
Other adjustment				☐

Double-counting review: identify where each issue already affects profit, value or completion balances; record unresolved overlap and next review date.

Before agreeing a revision, trace each issue through profit, business value and completion balances. Mark whether its effect has already been counted. Ask your accountant and solicitor to resolve any overlap.

Type your answers in and save a copy, or print the page and fill it in by hand. Nothing you enter is sent to us.

A small-team sale still needs a handover record

One acquirer's announcement describes a West Sussex family pest-control business whose owners had decided to retire. It said one departing owner would remain as a technician consultant during transition [5].

The target's filed accounts record an average of five persons employed during the year ended June 2021 [6]. This supplies small-team context, not comparable financial results or a count of technicians at completion.

Public evidence

Question for your sale

An owner planned to provide technical support

Which responsibilities and hours will your handover cover?

Historical average employment disclosed

Who is available now for the actual site work?

No price or exact completion date disclosed in the announcement

Which offer terms and dates do your own documents establish?

Use the example to ask a better question. Put technical support, customer introductions and report ownership into the handover discussion. Ask each relevant issuer what the proposed change means for the evidence held by people or the company.

Start with the unresolved issue

Bring the completed offer evidence bridge to a free first conversation. We can discuss which records still need preparing.

01285 704466

Arrange a conversation

Sources and validity

1. Food Standards Agency, MyHACCP: General requirements to be considered for each prerequisite, undated guidance. Contract services and pest-control sections. Used for the food-business customer's evidence needs, not a universal legal duty, outsourcing requirement or fixed visit frequency.
2. Financial Reporting Council: FRS 102, September 2024 edition, paragraph 2.48 and accrual-basis glossary. Applies to accounts using FRS 102. The model's adjustments and completion definitions are chosen assumptions.
3. Health and Safety Executive: Rodenticides, updated Jun 2025. Professional anticoagulant stewardship in Great Britain and Northern Ireland. GB BPR applies in England, Scotland and Wales; EU BPR applies in Northern Ireland. Actual authorisations and restrictions remain product-specific. No technical treatment instructions are given here.
4. Campaign for Responsible Rodenticide Use UK: Training and Certification, undated live scheme page. Detailed UK point-of-sale competence requirements effective from January 2026, including first-time CPD conditions. Existing requirements to check for a 2027 sale, not a new 2027 deadline. Company membership and ownership-change procedures require separate issuer checks.
5. Cleankill Pest Control: Cleankill increases foothold in West Sussex, undated acquisition announcement concerning Des Bone Ltd. Retirement and intended technician-consultant transition are stated. Exact completion date, price, financing and successful handover outcome are not established.
6. Des Bone Ltd: Accounts for the year ended June 2021, filed March 2022, note 4, PDF page 8. Average of five persons employed during that year. Not full-time equivalents, technician headcount, current staffing or acquisition-day staffing. No financial comparability with Ternmead is claimed.

Checked Oct 2026. We review every guide after the Autumn Budget in October 2026. Ask your advisers to check your actual contract, accounting, legal and technical questions.

The example. Ternmead Pest Control is invented, not a Reads client or a real sale. Its figures are illustrative, not valuation benchmarks. No callback amount, lost-customer amount, contractual price, sale proceeds or tax result has been invented. The images are illustrative.

Bring the question behind the price



Take the offer, the service record and the calculation you cannot reconcile. A free first conversation can help you identify what to prepare next.

Simon Read

Founder & Managing Director

01285 704466

enquiries@pestcontrolbusinessforsale.co.uk
pestcontrolbusinessforsale.co.uk



Prepared by Simon Read | Reads Advice Partners Ltd | pestcontrolbusinessforsale.co.uk
The Alliston Centre, Stroud Rd, Cirencester GL7 6JR
01285 704466
Part of the Reads M&A Advisory Group
A division of Reads Advice Partners Ltd, Company No. 12124192