

SESSION 2: BUILDING FAMILY BUSINESS VALUE



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Director
MYMAX



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Director
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Founder & CEO
Solar Service Guys

MYMAX



Building Family Business Value



Develop
Advise
Invest

What we do



DEVELOP

Business and Leadership Development Programs.



- Team Leader Masterclass
- Finance for Owners & Managers Masterclass

ADVISE

Tailored advisory services that build understanding, deliver actionable insights, and support confident, sustainable business growth.

- Ongoing Advisory Boards
- Targeted Business Consulting
- Financial MAX Report
- Ongoing Group Advisory



INVEST

We elevate business value for exit strategies and succession planning..

- Expert guidance to secure the right **funding** for growth
- Mergers & Acquisitions
- Exits & Succession Planning

Who we work with



Privately owned businesses with revenue between \$5m - \$100m looking for growth and improvement

Here are just a few of the hundreds of businesses we've worked with...

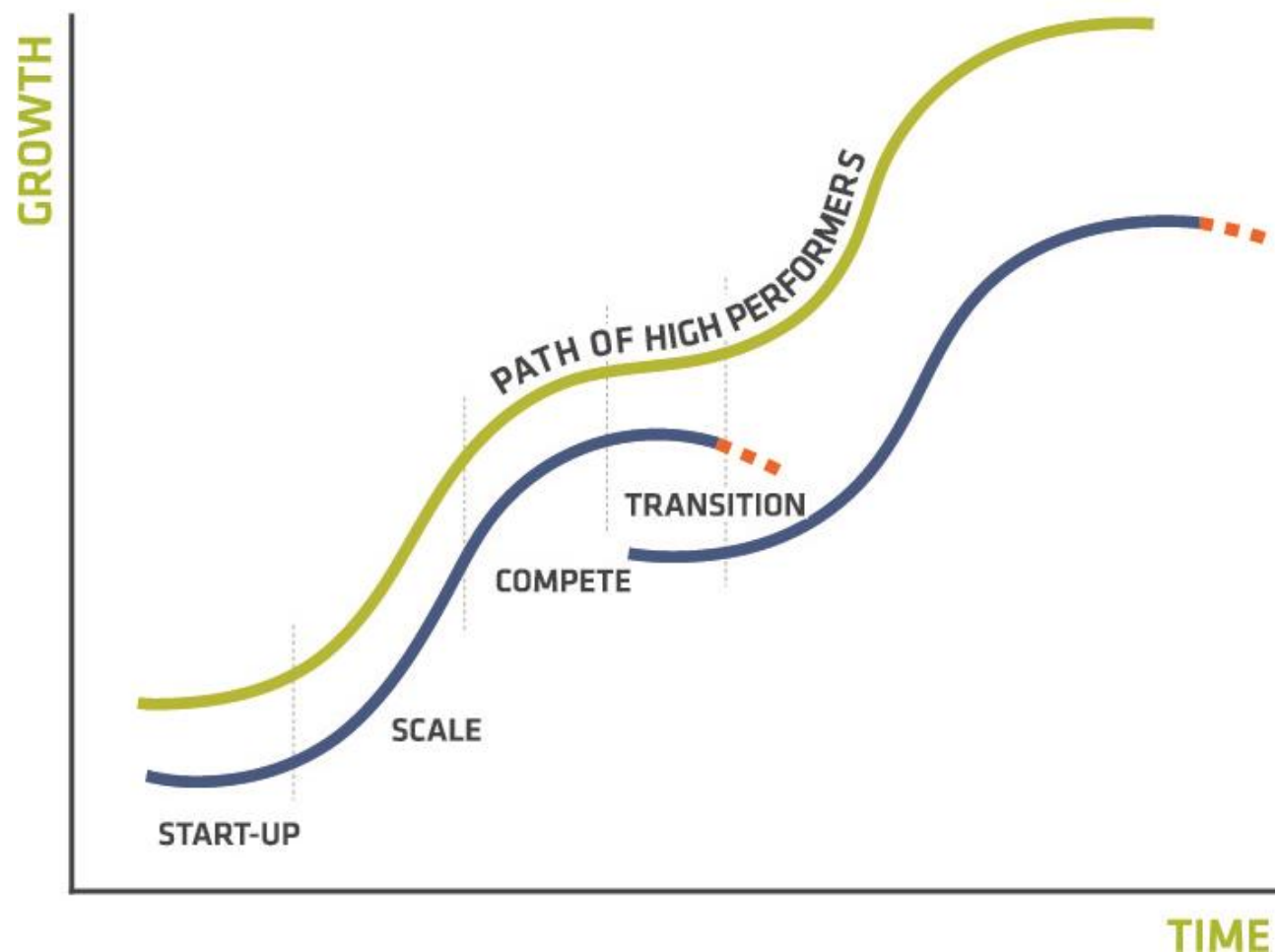


Building Family Business Value



People, products,
markets, relationships
all follow the same
shaped curve.

*What got you here,
won't get you there!*



Building Family Business Value - Financial Rules



1. Revenue must exceed costs.
Hobby? Charity? Business?



5. Know the limit of your
borrowing



7. Know if you are creating wealth
or destroying value



2. Know how much capital
you have invested



3. Know how much you own of
the capital



8. Know how much working
capital you should have to run
your business



9. Know when to and not to take
cash out of the business



4. Know what return you are
getting on your capital



6. Know if you are generating
positive free cash flow



10. Measure and improve
economic denominator

An integrated approach

The way of creating value is not clear

Strategy Design

The way of measuring value is not clear

Economic Value Added

The way of communicating value is not clear

Marketing & Positioning

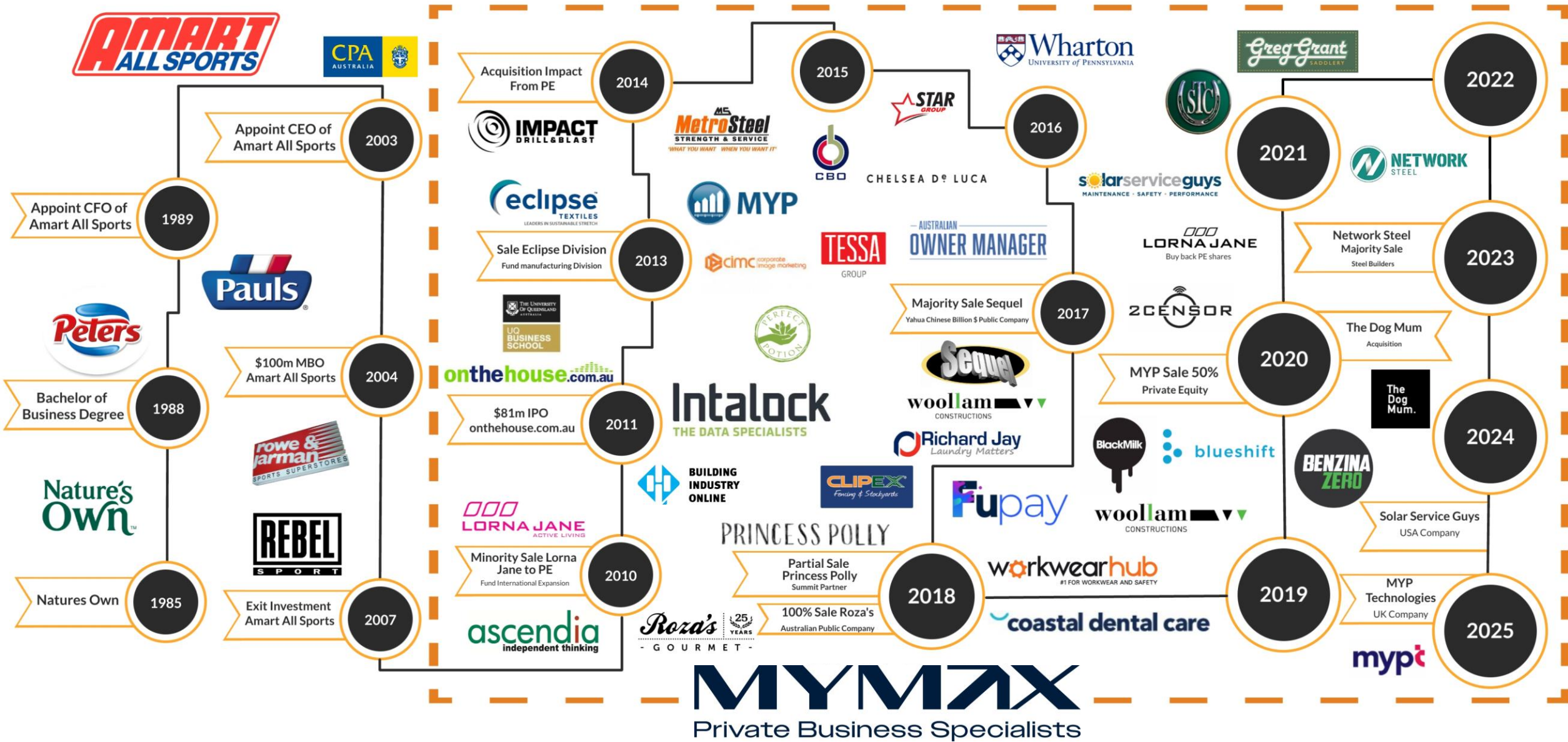
The way of linking people to strategy is not clear

Talent Management

The way of keeping people accountable to the strategy is not clear

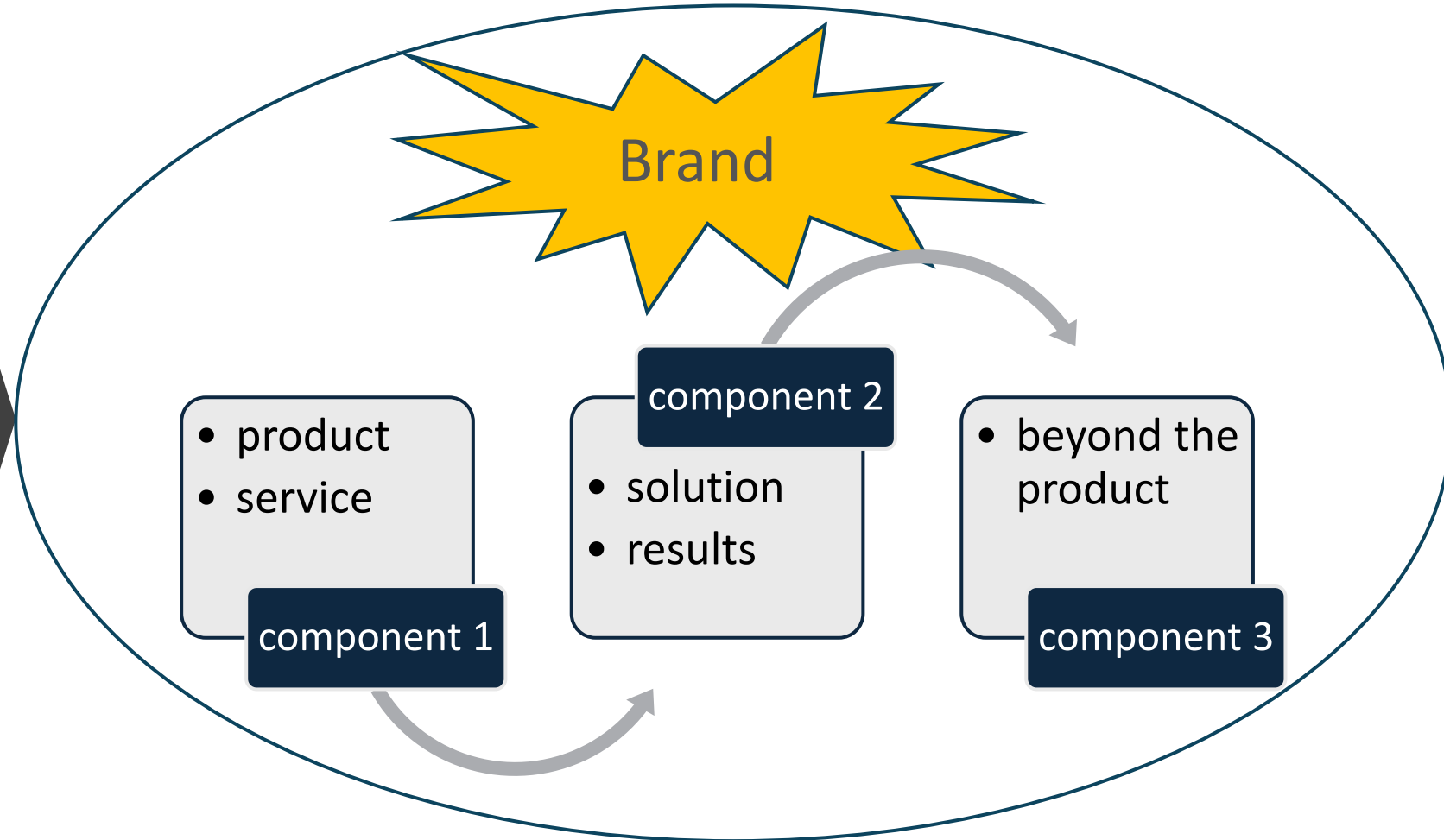
Process Design







Know your
product



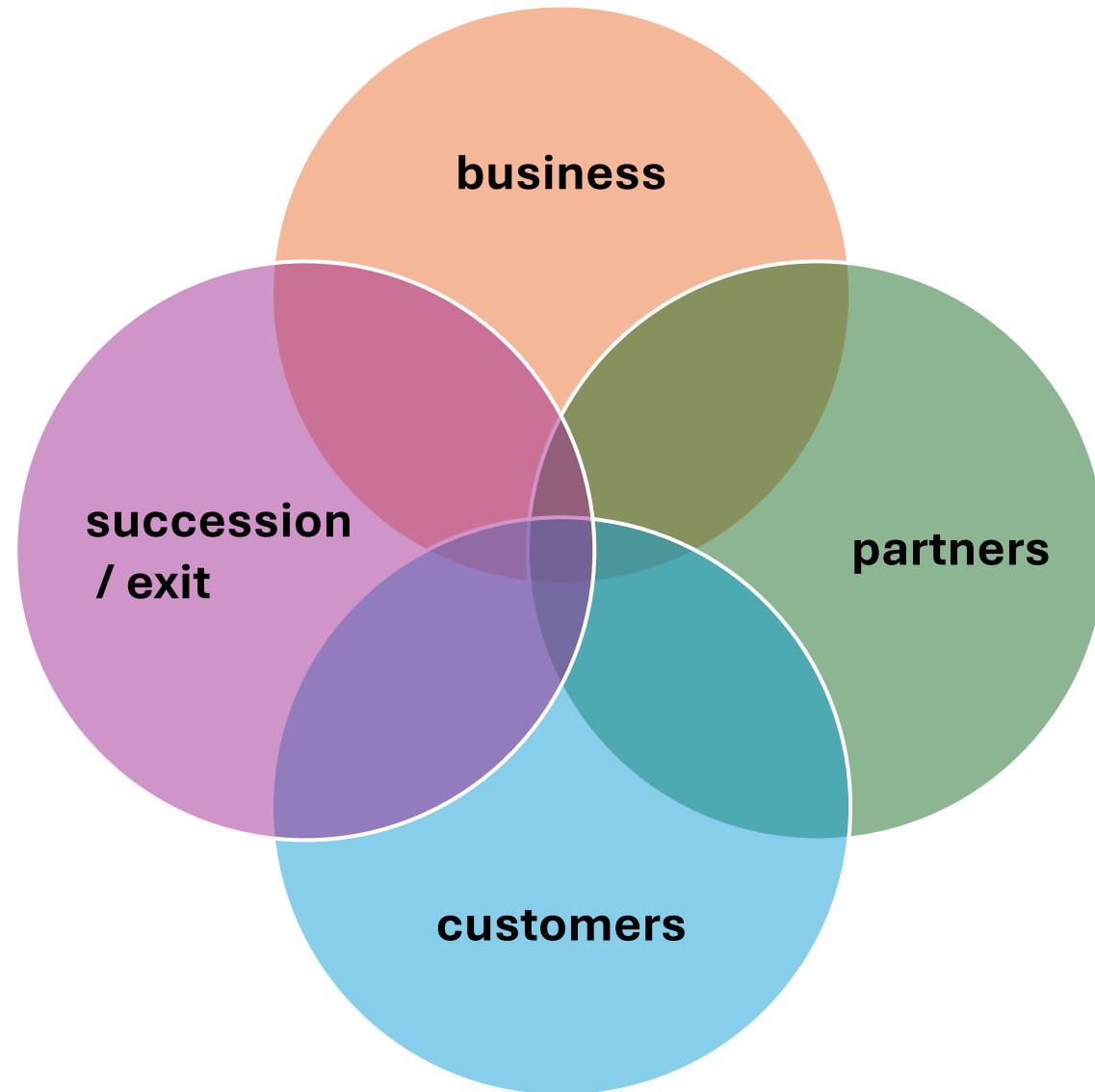


Know your market



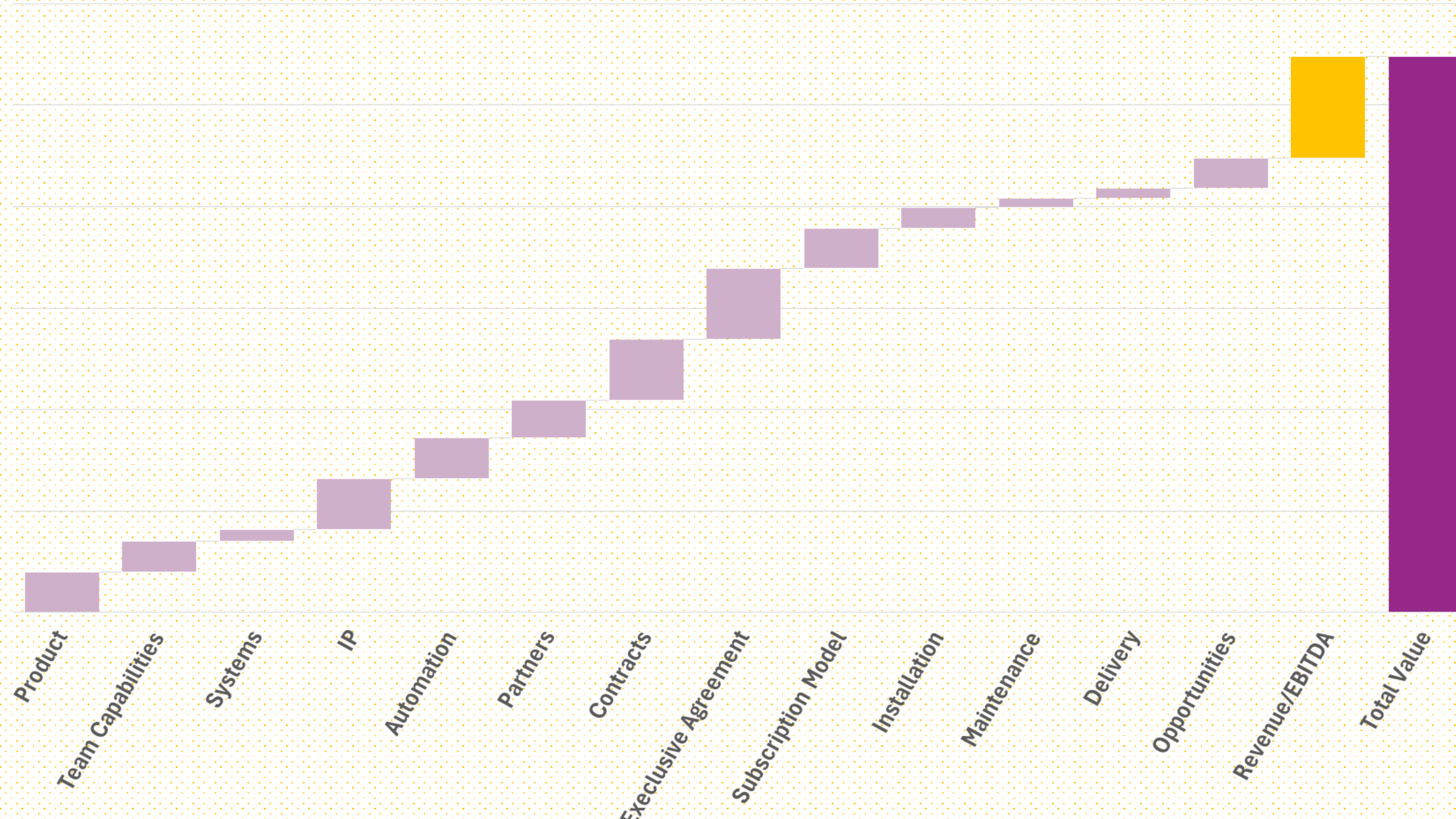


Build the
pillars of
value



Business Value Driver

Business Total Value
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The Business

- Headquartered in Brisbane, established 2006, with branches across all states
- 100% solar-focused: residential, commercial, and industrial
- Services include maintenance, audits, installations, and recalls
- Expertise in solar + battery systems, fully integrated into centralised platforms
- Proven national capability with strong compliance and safety track record
- Data-driven approach: monitoring, reporting, and digital handover packs



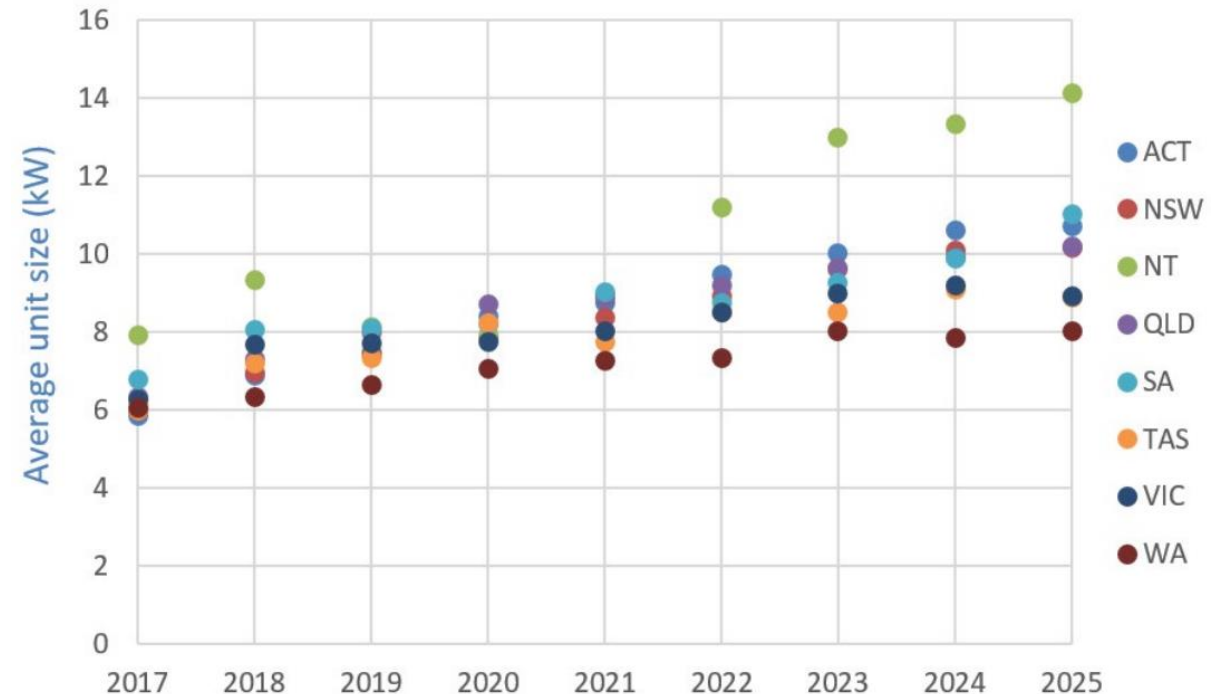
Peter Matthews - Founder

- Founder of **Solar Service Guys (est. 2006)** – now a national solar services business
- President, **Master Electricians Australia** – leading industry development and advocacy
- Deep engagement across all levels of the electrical industry:
 - Regulators and government departments
 - Industry boards and associations
 - EPCs and contractors delivering large-scale renewable projects
- Proven track record in building compliance, safety, and governance standards for the industry



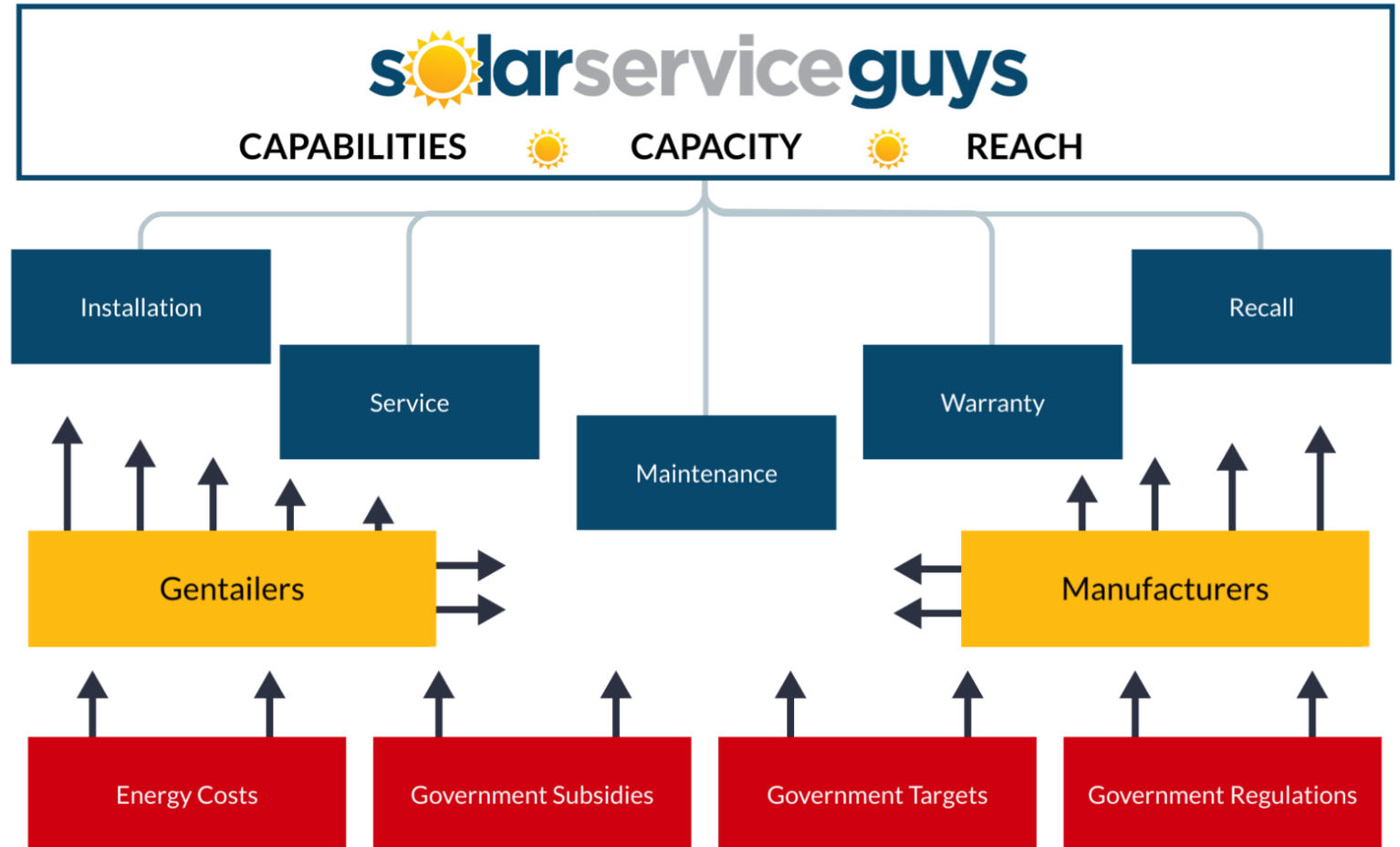
The Solar Market

- **Consistent Growth:** Average system size has nearly doubled since 2017, reflecting the shift from small residential to larger commercial and hybrid installs.
- **Commercial Drivers:** Businesses are installing larger systems to reduce operating costs, meet ESG commitments, and prepare for electrification of fleets and buildings.
- **Battery Synergy:** Larger solar arrays increasingly paired with batteries (14,200+ battery installs in H1 2025).
- **Future Outlook:** With electrification of homes and businesses, average system sizes are expected to continue increasing — driven by EV charging, heat pumps, and broader energy independence goals.





Market
growth
drivers





Challenges in the Solar Industry

Complexity of Technology

- Growth of hybrid systems (solar + batteries + EV charging).
- Integration challenges: software platforms, monitoring, interoperability.
- Risk of failures or recalls (inverters, batteries, modules).

Workforce Capability & Licensing

- Shortage of skilled electricians with the right accreditations.
- Need for continuous training to keep up with new standards and technologies.
- Safety and compliance burden falls on businesses to manage.

Market Maturity & Margin Pressure

- As the industry matures, installation margins shrink.
- Businesses need to find new value in long-term service, maintenance, and risk management models.

Media release Stronger electrical safety laws proposed for Queensland

5 Jan 2024

"The government intends to legislate to expand the definition of 'electrical equipment' to include some high-risk extra low voltage items because of the potential risks they pose. Consultation has identified items such as solar PV modules and some lithium-ion batteries as being of particular risk.

The government will also seek to update the definition of 'electrical installation' to ensure it covers modern energy generation systems, as well as new and emerging technologies such as battery energy storage systems."



Building Capabilities and Growing Value in the Business





Team as the Foundation

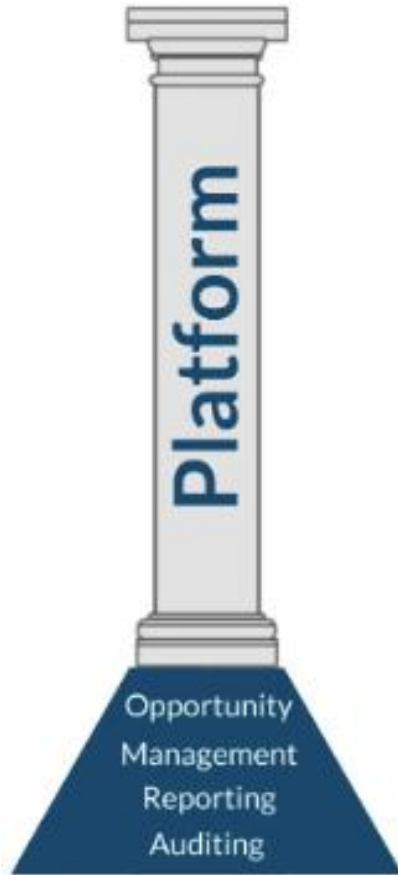


- At SSG we've always said *our real asset isn't the panels or the trucks — it's our people.*
- Built national coverage by investing in training, licensing, and compliance — from apprentices through to senior technicians.
- Developed specialist teams for health checks, recalls, and battery integration, giving us capacity to handle the most complex jobs in the market.
- Leadership bench strength: structured governance, board roles, and succession planning.

Takeaway: Building capability in the team lifts the value of the whole business because knowledge, safety, and compliance are institutional — not just individual.



Platforms and Systems



- Invested early in a centralised service platform for scheduling, monitoring, and compliance reporting.
- Created digital handover packs completed on every job,
- Built KPIs and dashboards that make performance measurable and scalable.
- Created visibility for our clients so they did not have to ask

Takeaway: A platform turns fieldwork into data — and data is what both customers and investors value.



Customers and Contracts



- Diversified from residential into C&I, government, and utility portfolios.
- Long-term preventative maintenance contracts (recurring revenue).
- Partnerships with OEMs and retailers (e.g. Origin, LG, GoodWe) demonstrate trust at scale.
- Over 70,000 customers in our database this became an asset

Takeaway: Depth of customer relationships underpins enterprise value — repeatable, contractual revenue streams de-risk the business.



Networks and Influence



- Industry leadership roles (President of MEA, Board of SAA) provide direct access to regulators and decision makers.
- Reputation as the “go-to” for complex recalls, compliance issues, and high-risk portfolios.
- National coverage with regional depth — built a network effect that competitors struggle to replicate.

Takeaway: A business grows in value when it is not just a contractor, but part of the ecosystem shaping the industry’s future.

“

For us, building value wasn't just about revenue — it was about building capabilities.

A strong team, the right platforms, sticky customers, and a trusted network are what turn a good business into one that's both scalable and investable.





Any questions?