BORING

FOR OWNERS

Why boring wins.

The least glamorous businesses in America are quietly the best ones.

THE WAVE

$10T

of business value changes hands as owners retire over the next two decades. Most of it is not software. It pumps tanks, moves air, kills bugs, and folds laundry.

THE ENGINE

Boring means predictable.

Septic tanks fill on a schedule. Furnaces die every fifteen years. Grass grows. Demand that ignores headlines is demand a bank will lend against, and leverage is where the returns live.

Predictable cash flow is the most underpriced asset in America.

THE PRICE OF PROOF

Proof costs 3x. Promise costs 30x.

20 year old service business	The next hot startup
`~3x profit`	`priced on hope`

One of these has printed cash through every recession since the nineties. It is also the cheaper one.

THE VACUUM

Nobody is building your competition.

Ambitious talent chases AI and venture money follows it. Meanwhile the septic operator retires with no successor and no buyer lined up. Falling competition plus steady demand is a quiet monopoly.

THE BUYERS UPSTAIRS

PE already knows.

Pest control platforms recurring revenue, route density, proven exits	9x+
HVAC platforms consolidators paying up for scale	8x+

They need someone to build the $1M to $5M companies they buy at those marks. That someone can be you.

THE MOAT

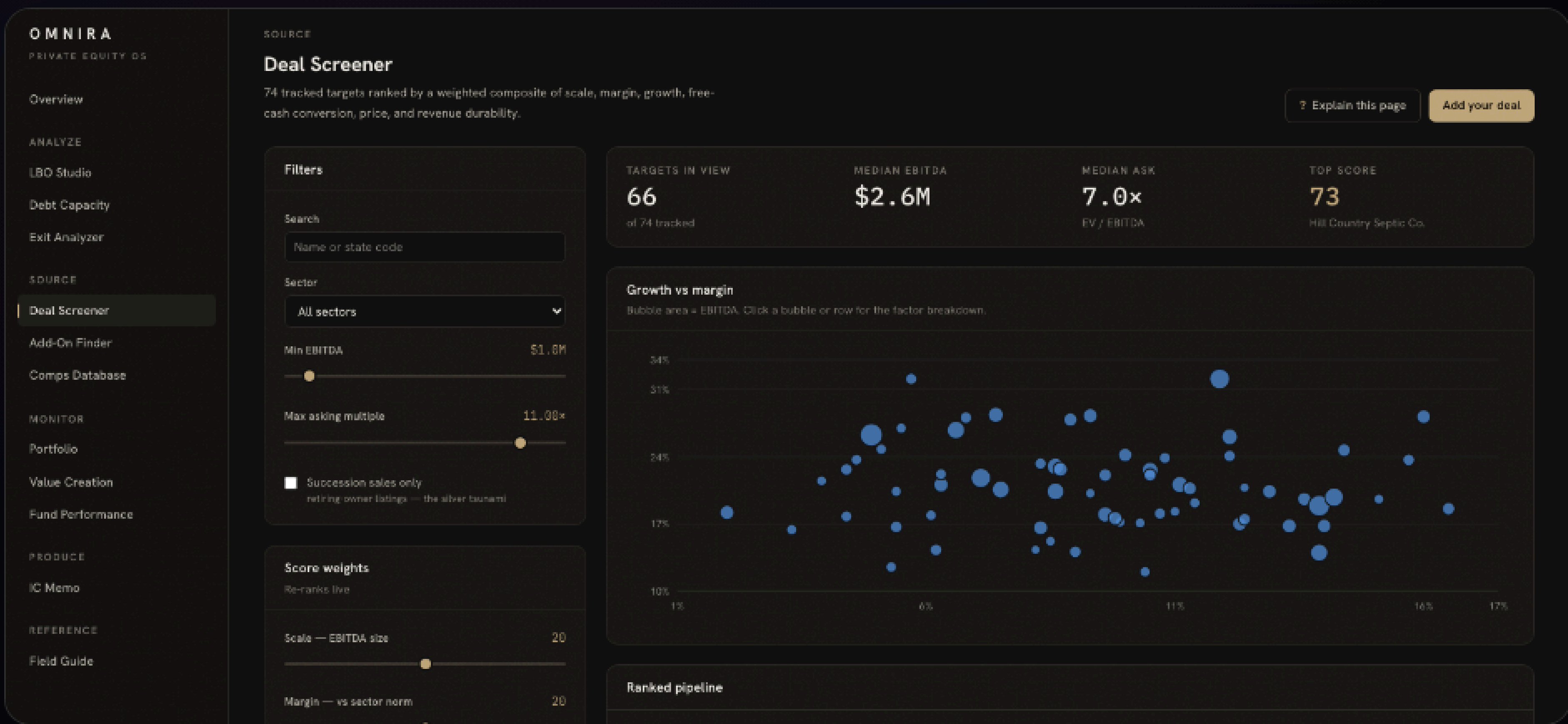
Unfashionable is the edge.

Nobody brags about wastewater at a dinner party, which is exactly why it stays cheap. The prize goes to whoever shows up, professionalizes, and compounds while everyone else scrolls.

Boring is not the consolation prize. It is the arbitrage.

TRY IT

74 boring businesses, screened and ranked.



Septic, laundry, pest, HVAC and more, modeled end to end in the free terminal.

DM the word TERMINAL for access