

Buyer / Successor Pack — Index (What to Prepare)

A practical checklist of documents that reduce risk and increase buyer confidence.

Core financials

- Last 3 years financial statements (P&L, balance sheet)
- Current year-to-date management accounts
- Normalised earnings notes (owner wages, one-offs)
- Debtors/creditors ageing reports

Operations + systems

- Documented core SOPs (sales→delivery→invoicing)
- Pricing/quoting templates and terms
- Key supplier list + agreements
- Asset/equipment register + maintenance records

People + contracts

- Org chart and role descriptions
- Employment agreements and key policies
- Key customer contracts (if any)

Sales & marketing proof

- Customer list (segmented) and concentration analysis
- Pipeline summary and lead sources
- Reviews/testimonials and case studies

Compliance basics

- Insurances
- Licences/certifications
- Basic H&S documentation