SELLER PLANNING RESOURCE

Seller Readiness Checklist

Use this checklist to organize the financial, operational, and transition information buyers and lenders are likely to examine. It is a preparation guide, not a valuation or legal opinion.

Financial records

- ☐ Three complete years of federal business tax returns
- ☐ Current year-to-date profit-and-loss statement and balance sheet
- ☐ Monthly revenue detail and supporting bank or merchant statements
- ☐ Owner compensation and proposed discretionary add-backs with documentation
- ☐ Accounts receivable, accounts payable, debt, and working-capital requirements

Operations and transferability

- ☐ Employee and contractor roster with roles, pay, tenure, and licenses
- ☐ Written description of the owner's weekly duties and hours
- ☐ Customer concentration, recurring revenue, contracts, and cancellation terms
- ☐ Supplier, franchise, platform, referral, and major vendor relationships
- ☐ Licenses, permits, insurance, software, and operating procedures

Lease, assets, and transition

- ☐ Lease, amendments, renewal options, assignment language, and landlord contact
- ☐ Furniture, fixtures, equipment, vehicles, and any included saleable inventory
- ☐ Items excluded from a sale and assets subject to liens or leases
- ☐ Realistic seller training and post-closing transition plan
- ☐ Known legal, tax, employee, environmental, or compliance matters

CONFIDENTIAL MARKET PREPARATION

Position the business before it is exposed

A buyer pays for supportable earnings, transferable systems, and manageable risk. Fixing avoidable weaknesses before marketing normally protects both price and closing probability.

Value and marketability drivers

- ☐ Earnings are supported by tax returns and reliable source records
- ☐ Revenue trends and margins can be explained without speculation
- ☐ The business can transition without depending entirely on the current owner
- ☐ The lease term and transfer conditions support the likely financing period
- ☐ Customer, employee, and supplier concentration risks are identified
- ☐ The asking price reflects market evidence, financing, and deal structure

Before going to market

- ☐ Keep the possible sale confidential from employees, customers, and competitors
- ☐ Use a controlled buyer-qualification and confidentiality process
- ☐ Do not remove cash sales or personal expenses without documenting the effect
- ☐ Discuss transaction structure and tax consequences with qualified advisors
- ☐ Agree on what information may be released and at which stage

Seller planning notes

TARGET TIMING

PRIMARY OBJECTIVE

ESTIMATED SDE

MAJOR RISK TO ADDRESS

A confidential consultation can identify what is ready, what still needs support, and whether the market is likely to reward a sale now.

Schedule a confidential seller consultation