

### What is a pre-sale review?

It's an objective review of the business to determine whether it is optimally positioned for immediate or future sale. This product is relevant for any business considering selling at any point in the next 24 months.

### Why should we consider it?

Green Square has an excellent understanding of how potential acquirers assess targets and how they attempt to minimise the risk associated with a transaction. By undertaking a thorough review of your business we are able to identify which facets will attract or deter acquirers, helping you identify actions to remedy or reduce the negative issues and ready the business for sale. Based on prior client feedback, an external perspective can be invaluable in directing attention onto the key issues that concern acquirers, away from the everyday concerns and niggles that can absorb the team, and ensure that all individuals are pulling in the same direction going into a sale. This has the concomitant benefit of ensuring maximum value is achieved on sale.

### What does it entail?

Through a combination of one-to-one management interviews and desktop analysis, we will review the following areas of the business, with the critical eye of a potential acquirer:

Area to be reviewed	Example questions for consideration
Client portfolio	<ul style="list-style-type: none"> <li>• Are there any over-reliance issues?</li> <li>• Is the client portfolio attractive to target acquirers?</li> </ul>
Service offering	<ul style="list-style-type: none"> <li>• How attractive is the sector in which it operates?</li> <li>• Is the service offering strategic or commoditised?</li> </ul>
Market positioning	<ul style="list-style-type: none"> <li>• Does the business have a market leading position?</li> <li>• Are there significant barriers to entry?</li> </ul>
Management team	<ul style="list-style-type: none"> <li>• Is there depth within the management team?</li> <li>• Is the team adequately incentivised?</li> </ul>
Growth strategy	<ul style="list-style-type: none"> <li>• Does the business have a defined growth strategy?</li> <li>• Is forecast growth adequate to attract acquirers?</li> </ul>
Financial performance	<ul style="list-style-type: none"> <li>• What is the true underlying financial performance?</li> <li>• What are the financial KPIs?</li> </ul>

Having providing detailed feedback to shareholders on each of these aspects, we will identify specific areas for improvement and help the management team to develop an action plan to address these and prepare the business for sale.

If desired, we can also provide an indicative current valuation for the business by combining our detailed understanding of the business with the current market conditions.