THE FREE ANALYSIS · WHAT WE'D NEED TO SEE

What an Analysis Needs

Everything a serious buyer will eventually ask for — and the reason we ask for each thing.

> This is everything a serious buyer will eventually ask for. You don't need it all for the free analysis — the items marked ● are the ones that start it. The rest marked ○ come later, and only if you decide to go further. Nothing is needed before the NDA. Nothing is needed all at once. And for every item, there are four ways to get it to us — use whichever suits you: **upload it** (we'll set up a private link with your name on it), **email a photo or a scan** (a phone photo of a page is fine), **mail paper copies** (Legacy North Capital, 330 W 58th St Apt 7J, New York, NY 10019 — copies, never originals), or **go through it on a call** and we'll write it down for you and read it back. The call is a perfectly good way to do all of it.

● starts the free analysis · ○ comes later, only if you decide to go further · tick the box as you gather each one.

The money

- [ ] **1 ● Business tax returns, last 3 years**
  This is the number a buyer believes. Everything else is a story until the returns back it up.
- [ ] **2 ● This year's numbers so far — what the business has taken in, roughly, and what's left for you**
  Shows where the business is heading, not just where it's been.
- [ ] **3 ● A rough picture of what you take out — pay, vehicle, insurance, the perks — in your own words**
  It's a real part of what the business earns for its owner. A buyer counts it, so we should too.
- [ ] **4 ○ Bank statements, last 12 months**
  Later, they confirm the returns tell the same story as the bank.
- [ ] **5 ○ A list of what the business owes — loans, equipment payments, credit lines, with rough balances**
  A buyer will find these anyway. Knowing them early means no surprises at the end.
- [ ] **6 ○ Bookkeeping as it stands — who keeps the books, and in what (a program, a bookkeeper, a shoebox — all honest answers)**
  Tells us how much cleaning-up a plan would need to do, and it's nothing to be embarrassed about either way.

The business on paper

- [ ] **7 ● What you own the business through — LLC, corporation, your own name — and roughly when it was set up**
  The shape of the business changes how a sale works and what tax looks like.
- [ ] **8 ● Your lease, if you rent your premises — or say if you own the building**
  For many businesses the lease *is* the business's home. A buyer needs to know it can stay.
- [ ] **9 ● The licences and permits the business runs on — and which ones are in your name personally**
  Some licences can't be handed over. Finding that out early is the difference between a plan and a problem.
- [ ] **10 ○ Main contracts — big customers, suppliers, service agreements, anything signed**
  Shows which relationships are on paper and which are handshakes. Both have value; they're valued differently.
- [ ] **11 ○ Insurance policies — business, liability, vehicles**
  A buyer steps into your risk. Current policies show it's managed.
- [ ] **12 ○ Anything pending — a dispute, a claim, a letter from the state, an inspection issue**
  Every business has something. Named early, it's a line item. Found late, it can end a sale.

The people

- [ ] **13 ● Who works in the business — names or just roles, how long each has been there, roughly what each is paid**
  The team is most of what a buyer is actually buying.
- [ ] **14 ● Who runs a day without you — or the honest answer, "nobody yet"**
  The single biggest factor in what a business like yours sells for.
- [ ] **15 ○ Anyone else who holds a licence or a key skill the business can't run without**
  Same reason as #9, on the people side — one person's licence can be the whole business.
- [ ] **16 ○ Family in the business — who, doing what, and what they'd want if you stepped back**
  Family questions answered early stay friendly. Answered late, they don't.
- [ ] **17 ○ Any agreements with employees — written offers, non-competes, handshake promises you've made**
  Promises you've made are promises a sale has to honour. We'd rather know them from you.

The place and the equipment

- [ ] **18 ● The main equipment and vehicles — a list in your own words, roughly what each is worth and what you owe on it, if anything**
  Equipment is real money in a sale, and real money owed against it changes the picture.

- [ ] **19** ○ **Anything big near the end of its life — the truck, the machine, the roof**
  A buyer will price it in whether it's named or not. Named, it can be planned for.
- [ ] **20** ○ **If you own the building: roughly what it's worth, and whether you'd sell it with the business or keep it and rent it**
  Both are good answers. They lead to different plans, so we ask early.
- [ ] **21** ○ **Inventory / stock on hand, roughly**
  Part of what a buyer pays for on day one.

Your plans

- [ ] **22** ● **When you're picturing stepping back — a date, a season, or "when it feels right"**
  The timeline decides which fixes are worth doing. Two years and two months are different plans.
- [ ] **23** ● **What you'd want the day after to look like — fully done, helping for a while, keeping a hand in**
  A sale can be shaped around this. Only if we know it.
- [ ] **24** ● **Anyone you've already promised a first chance — family, a long-time employee, a partner**
  If a promise exists, the plan has to start there. No exceptions, and we'd never ask you to break one.
- [ ] **25** ○ **Your own must-haves — a number you need, the business's name staying, your people keeping their jobs**
  This is the point of the whole exercise. What "a good outcome" means is yours to define.

What the analysis can and cannot do with a partial list

With the ● items, Mike can give a real readiness picture and a defensible rough range. Without the tax returns (#1), any number is a guess and the summary will say so in those words — the analysis never dresses a guess up as a finding.

Questions on any of it? Call **(646) 847-9512** — Mike answers himself.

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