CLOSING AND HANDOVER / 1 OF 3

Before closing: requirements and completion

Company:

Prepared by:

As of:

Deal-team review date:

Agreement version / reference:

Use open, under review, evidence confirmed, or not applicable with reason. Completion of one item does not establish whole-deal readiness. Any waiver, deferral or other treatment requires appropriate contractual and legal assessment; do not assume it is available.

Requirement or responsibility	Evidence / agreement reference	Owner	Due	Status / next action
Acquisition scope: included assets, ownership interests and excluded items				
Agreed price definition and completion calculation				
Working-capital definitions, target and adjustment rules, if applicable				
Required premises permission and operating access				
Funding availability and remaining funding conditions				
Applicable legal, regulatory and third-party approvals				
Final documents, review and signatory authority				
Required deliveries and coordinated completion confirmation				
Other transaction-specific requirement				

Most important unresolved item:

Consequence if unresolved, assessed by:

Decision or escalation and responsible adviser:

CLOSING AND HANDOVER / 2 OF 3

After closing: responsibilities that continue

Company:

Agreement version / reference:

Plan these before closing where appropriate. Label proposed responsibilities until accepted. This list cannot absorb a required pre-closing approval simply because it remains unresolved.

Requirement or responsibility	Evidence / agreement reference	Owner	Due	Status / next action
Key customer relationships and authorized communication				
Quotations and sales follow-through				
Production or service delivery				
People, training and agreed transition support				
Premises and authorized systems access				
First payroll and operating cash monitoring				
Final price adjustment and dispute deadlines, if applicable				
Deferred payments, if agreed				
Reporting or contingent payments, if agreed				

First operating review:

Responsible person:

Assumptions to compare with actual results:

CLOSING AND HANDOVER / 3 OF 3

Carry one finding through

Company:

Prepared by / as of:

01

Finding and supporting evidence:

02

Buyer proposal:

03

Agreed response, or still unresolved:

04

Document reference:

05

Required proof or continuing responsibility:

06

Accountable person and due point:

Fictional example reminder. Cedar's premises permission is still open. The $500,000 target and $450,000 delivered illustration assumes an expressly agreed dollar-for-dollar mechanism. It does not establish Cedar's actual terms or readiness.

This worksheet organizes evidence and responsibilities. It is not a legal closing certificate, an exhaustive list, authorization to sign, or authorization to move money.