

O P E R A T O R G U I D E

How to Clean Up Your Numbers Before You Sell

Buyers look at the numbers first. Clean numbers mean the business can be understood without you in the room. This is not a valuation. It is the work of making the trailing twelve months and the last 24 months clear and consistent.

01 What to clean

- ☐ Trailing twelve months of revenue and profit.
- ☐ Monthly numbers for the last 24 months.
- ☐ Recurring versus one-time revenue.
- ☐ Customer concentration. Top 20 and what share they represent.
- ☐ Cash in and cash out. The real timing, not just the accounting.

02 How to clean them

Start with the source systems. Pull the same numbers the same way every month. Separate recurring from one-time. Name the top customers. Note any one-time events. Put it in one place. The goal is that a buyer can read it without asking you what a number means.

03 What buyers ask about first

Owner dependence. Customer concentration. Whether the numbers are consistent month to month. Whether the business runs when you are not there. Clean numbers make those conversations shorter.

If the only person who can explain the numbers is you, they are not clean yet.

04 What to do next

Pull the trailing twelve months and the last 24 months. Separate recurring from one-time. Name the top customers. Put it in one place. That is the start.