

01 / ACQUISITION NEEDS

Acquisitions, financing & growth

A guide to acquisition and growth financing with banks, funds and investors, the bank-versus-bond decision and preparation for public markets.

Fund the acquisition and the business after it

Begin with the commercial case. What does the acquisition add, why is buying preferable to building, and what must management accomplish after completion? Translate that case into a sources-and-uses schedule. Uses include purchase consideration, existing debt to be refinanced, fees, integration expenditure and sufficient opening liquidity. Sources distinguish committed equity, debt and any seller financing, including when each becomes available.

An integrated forecast should connect earnings with working capital, investment, interest and repayments. Test delayed integration benefits, weaker customer demand and slower collections together where they could coincide. Examine the lowest monthly liquidity and covenant headroom, rather than relying on an annual earnings multiple. Acquisition debt must remain workable when the combined business performs below the original plan.

Match the funding timetable to the transaction timetable. An indicative financing proposal is not the same as an executable commitment. Identify credit approvals, diligence, documentation and conditions to drawing before the buyer accepts obligations that depend on those funds. A credible fallback may involve more equity, a revised structure or a smaller acquisition.

RECORD YOUR STARTING POSITION

Funding purpose / timing

Key assumption to test

Owner / next review

02 / FINANCING SOURCES

Financing shaped around your business.

Combine funding sources around the business

Bank facilities and private credit can fund acquisitions where cash flows support repayment. Private equity or growth equity can provide capital and an ownership partner; venture capital may suit earlier-stage or innovative businesses with a credible growth plan. The mix should reflect debt capacity, development stage, ownership objectives and the investment required after completion.

Our partner network spans banks, debt and equity funds, other financial institutions and international markets. We match each mandate with the sector focus, geography, investment size and appetite for complexity of prospective capital providers. Bank syndicates, private placements or public-market routes can then be compared where appropriate. Funding remains subject to provider approvals and agreed terms.

Move from preparation to a documented financing

Our work starts with a clear funding brief: purpose, amount, timing, ownership objectives and constraints. We prepare financial models and lender and investor materials, then compare proposals on a consistent basis. Debt terms include cost, repayment, security and covenants; equity terms include valuation, dilution, governance and investor rights. Our advisory role keeps these choices connected to the business plan.

We coordinate lenders, investors, management and specialist advisers against one timetable. Clear responsibilities, relevant relationships and prompt handling of information requests support speed without weakening diligence. Legal, tax and accounting specialists address their respective workstreams. After funding, an agreed advisory programme can review liquidity, investor obligations, integration progress and future capital needs.

03 / COMPARE THE INSTRUMENTS

Bank loans and bonds.

These are common differences to investigate, not fixed rules. Both routes can be tailored, and their actual terms determine which fits the business.

Questions to compare in a financing proposal

Decision factor	Bank loan	Bond
Funding relationships	One bank, a club or a syndicate.	Potential access to a broader institutional or other eligible investor base.
Drawing the money	Term, staged or revolving drawings may match the need.	Proceeds generally arrive at issuance; unused cash may carry a cost.
Maturity and repayments	Negotiated amortisation or a final repayment, depending on the facility.	May offer longer maturity or less amortisation; final repayment can concentrate refinancing risk.
Interest and total cost	Fixed or floating pricing; include fees and any hedging.	Fixed or floating coupon; include issue discount, placement and ongoing costs.
Security and restrictions	Security, guarantees and covenants depend on the negotiated credit package.	Can be secured or unsecured; covenants and guarantees may still apply.
Changes and early repayment	Check lender consents, prepayment terms and potential break costs.	Check bondholder voting thresholds, call protection and redemption premiums.
Execution and administration	Credit approval, diligence, documentation and continuing lender reporting.	Investor demand and market conditions; offering, settlement and reporting work, plus listing if chosen.

04 / THE BOND ROUTE

What a bond can offer.

Where a bond can add value

A bond can diversify funding beyond a company's existing lending relationships. Depending on investor appetite and terms, it may offer a longer maturity, a fixed coupon or less scheduled principal repayment than an available bank proposal. That can preserve cash for integration or investment during the term. These are potential advantages to test against real proposals, not automatic features of every bond.

The trade-offs include upfront legal, placement and administrative costs, any rating or listing expenses, ongoing reporting and exposure to market conditions when funding is needed. Covenants may restrict future actions, and call protection can make early refinancing expensive. A large final repayment needs a realistic plan. A bond is not necessarily cheaper, unsecured or free of restrictions.

Equity need not already be listed for a company to consider issuing bonds. Private or unlisted issuers can access relevant debt routes where the legal and investor requirements are met. Offering securities, admitting them to a market and obtaining active secondary trading remain distinct questions. Regulated placement and execution require the appropriate authorised providers.

BOND DECISION NOTES

Maturity and repayment profile to test

Total costs and restrictions to compare

Final repayment or refinancing plan

05 / PUBLIC-MARKET GROWTH

Growing through public markets.

Use public markets as part of a growth strategy

An IPO can combine new shares issued by the company with existing shares sold by owners. The primary issue raises company funds, after expenses; the secondary sale pays the selling shareholders. Admission to trading by itself does not create new company capital. Define the intended use of proceeds and acceptable ownership change before deciding that a public route suits the plan.

A listed company may subsequently raise further equity or use shares as acquisition consideration, subject to the applicable rules, approvals and counterparties' acceptance. This can broaden strategic options, but issuing shares dilutes existing holdings and the market price can change. A listing does not ensure financing availability, a higher valuation or successful integration of a target.

Readiness extends beyond the offering document: reporting systems, governance, financial controls, disclosure procedures and investor communications must support continuing obligations. Budget for preparation, ongoing advisers and management time. In the UK, PLC describes a legal company form; it does not mean the shares are already exchange-listed. Legal form, public-company obligations and market admission require separate assessment.

PUBLIC-MARKET READINESS

Use of proceeds and acceptable ownership change

Reporting, governance and disclosure gaps

Next readiness action and responsible owner

06 / PREPARE THE NEXT STEP

Build a financeable plan.

Choose the route with a clear financing brief

Bergweiss combines specialist advice, speed of execution and international relationships to structure financing with banks, funds and capital-market participants. We first establish what the capital must achieve and what the business can sustain. We then compare debt, private equity, venture capital or public-market routes where appropriate to the company's stage, bringing in specialist and authorised providers where required.

An ongoing advisory mandate keeps financing aligned with the business after funding. Regular reviews assess cash generation, investment priorities, maturities and investor commitments, and consider whether the next stage calls for additional debt or equity, another acquisition or public-market preparation. Management retains operating responsibility. We remain alongside the company as an adviser, coordinating the financial choices and relevant partners as its needs become more complex.

- ☐ Define the acquisition or growth objective, funding amount and required timing.
- ☐ Assemble recent accounts, a cash forecast and the existing debt schedule.
- ☐ Identify available equity and prepare an initial sources-and-uses schedule.
- ☐ List key approvals, completion conditions and the people responsible for each workstream.

Connect the acquisition with a financing plan

Bring the acquisition or growth objective, funding amount and timing, recent accounts, debt schedule and ownership preferences. We can assess suitable banks, funds and investors through our international network, compare debt and equity structures, and identify whether private or public-market routes fit the next stage.

[Discuss acquisition and growth financing](#) / [Read online](#)

SELECTED REFERENCES

- 01 [HSBC Europe: Corporate credit and revolving lending structures \(general product reference\)](#)
- 02 [SEC Investor.gov: Corporate bonds, payment structures and security](#)
- 03 [Euronext: IPOs, placements and admission to trading](#)
- 04 [SEC: Reasons to go public and the continuing responsibilities](#)

Preparation guidance. Funding terms depend on the business, instrument, market conditions and relevant approvals.