

01 / DECISION & CONTEXT

Cross-border M&A

We advise on cross-border acquisitions and sales, coordinating the financial work, financing partners and local specialists across markets.

The next owner, acquisition or strategic partner is in another market.

We coordinate the transaction across markets, taking account of local reporting practices, decision-making and specialist requirements. Comparable information and clear responsibilities give negotiations a reliable foundation.

Overview

An acquisition or sale across national borders can connect a specialised European business with new customers, technology, or distribution. The opportunity needs a common commercial language, even where the parties operate under different reporting conventions and business practices. Preparation should identify the local expertise and approvals required before commitments are made or a completion timetable is assumed.

What we examine

We assess country and customer risks, currency mismatches, local management responsibilities and the transferability of contracts and operating permissions. Accounting policies, employee arrangements, pensions, and tax structures can affect how apparently similar businesses compare. Foreign investment screening, merger control, and sector requirements may influence execution; qualified local advisers determine the applicable rules rather than treating a European transaction as a single-jurisdiction exercise.

A useful starting point: agree the decision to be made before choosing a process or approaching counterparties.

02 / WORK PROGRAMME

Turn the decision into a plan.

We coordinate the commercial work, financing and specialist advice in a shared cross-border transaction plan. Bergweiss draws on a geographically diverse partner network to connect relevant banks, funds, investors and local specialists. We coordinate financial information, currency exposures, diligence responsibilities and approvals on one timetable. Clear ownership of decisions and early access to the right expertise help maintain momentum as transaction complexity increases.

WHAT WE PREPARE

- 01** A market and counterparty map reflecting local ownership patterns and strategic fit.
- 02** A financial comparison identifying accounting differences, currency exposure and the location of cash.
- 03** A responsibilities and approvals tracker coordinated with local legal, tax and regulatory advisers.
- 04** An operating handover plan covering management authority, reporting, language and customer continuity.

Your preparation checklist

Gather what is available. Mark any gaps and give each next action an owner.

- ☐ List the markets, counterparties and jurisdictions relevant to the proposed transaction.
- ☐ Reconcile financial information, currencies and the location of operating cash.
- ☐ Identify local legal, tax and regulatory inputs and who will coordinate each one.
- ☐ Map management authority, reporting, language and customer handover requirements.

03 / QUESTIONS & NEXT STEPS

Questions worth resolving.

Does an acquisition within Europe follow one set of rules?

The European setting does not remove national differences. Merger control, foreign investment screening, employment arrangements, tax and sector permissions can depend on the parties, activities and jurisdictions involved. A transaction plan should identify these questions early and assign them to qualified advisers. The commercial timetable can then reflect their findings, including information requirements and conditions that may need to be satisfied before completion.

Where can currency exposure arise in a transaction?

Exposure can arise where the price, funding and business cash flows use different currencies, or where signing and payment occur at different times. The analysis should identify these mismatches and test their effect on funding and returns. Any hedging decision needs to account for the probability and timing of completion, the instrument's terms and the company's treasury policies with the relevant specialists.

Keep the trade-offs visible

Execution risk extends beyond exchange rates. Owners need to evaluate the counterparty's ability to fund and complete the transaction, the time needed for permissions, and how leadership will operate across borders. The purchase agreement's commercial allocation of risk should reflect those findings, with legal and tax specialists addressing local implications. Preserving customer confidence and effective local decision-making can be essential to the strategic case.

YOUR PRIORITIES / NEXT ACTION

Bring the decision into focus.

Outline your objective, timing and the questions you want to resolve. Use this guide to structure an initial conversation with Bergweiss.

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General preparation guidance. The scope and specialist inputs depend on the particular mandate.