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## 12-point pre-deal checklist

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### Entity & people (1–6)

- ■ ACRA officers & shareholders — current & past 12m
- ■ ACRA charges & compliance — open charges, filing overdue
- ■ Litigation & news — 2y negative screening
- ■ People — employment, directorships cross-check
- ■ Hiring — active roles, comp band, churn signal
- ■ Ownership — layers, related parties, ultimate controller

### Assets & contracts (7–12)

- ■ URA title — lot, tenure, encumbrance, caveats
- ■ GeBIZ awards — value, agency, debarment check
- ■ Grants — EDG, PSG — claim history
- ■ Financials — ACRA filings, 3 statements, DCF sanity
- ■ Contracts — key risks, termination, liability cap
- ■ Market — TAM, 3 comps, pricing power

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