

What Pennine looks for

Pennine is a privately held investment company formed in 2026 to acquire and hold owner-managed businesses in the North West of England, in trades where the customer buys under contract, under regulation or by routine. The figures below are a guide rather than a set of conditions; a business outside them is considered where the trade, the management and the trading record are suitable.

YEARS UNDER CURRENT OWNERSHIP 10+ Typical of the businesses Pennine approaches; the record is in the filed accounts	EMPLOYEES 5 to 50 Large enough to be run by a manager and small enough that few other buyers are active	ADJUSTED EARNINGS A YEAR £150k to £400k After adjustment for the owner's remuneration and non-recurring items; indicative rather than a limit	DISTANCE BY ROAD 90 min From Manchester, Warrington or Preston: the area in which Pennine operates
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THE BUSINESSES

Trading history

Ten years or more under current ownership, with a record of profit in recent years. A price based on earnings requires a record, and the record is the accounts.

Size

Ordinarily 5 to 50 employees and adjusted earnings of £150,000 to £400,000 a year: large enough to be run by a manager and small enough that few other buyers are active.

Management

A manager, supervisor or foreman responsible for day-to-day operations, so that the business continues to operate when the owner steps back.

Customers

A spread of customers, ordinarily with none accounting for more than about 15% of sales. The loss of one contract should not put the business or its employees at risk.

Location

Within about 90 minutes by road of Manchester, Warrington or Preston.

The owner's position

Prepared to step back within one to two years, with an agreed handover period. Where the owner holds the relationships, the licences or the technical knowledge, the price and the handover arrangements reflect it.

THE TRADES

- Commercial cleaning and facilities services
- Fire and security maintenance
- Heating, mechanical and electrical servicing
- Statutory testing and inspection
- Pest control
- Industrial repair
- Trade distribution
- Contract print
- Specialist logistics
- Block and commercial property management

NOT GENERALLY ACQUIRED

Hospitality, retail and construction contracting; businesses whose licences or customer relationships are held personally by the owner; businesses with a single dominant customer; property held inside a trading company; and businesses in financial distress.

Write to acquisitions@pennineholdco.com or telephone 0808 255 4308. Calls that are not answered are returned the same day.