CERVITUDE™

INTELLIGENCE BRIEF

Oct 2026

FINISH STRONG.
BUILD FOR WHAT'S NEXT.



REFLECT What is working?

REFINE What needs to change?

PREPARE What comes next?

Dear Friends,

As we enter the final quarter of 2026, business owners have an opportunity to do more than close out the year. It's a chance to take stock of what's working, address what isn't, and prepare for the decisions that will shape the year ahead.

In this edition, we look at five questions every founder should ask before year-end, how to turn 2027 planning into action, and how strategic financing can support growth through acquisition. We also spotlight FinanceWire, a new Cervitude partner helping companies expand the reach of their news and announcements.

At Cervitude, we believe strong businesses are built through clear strategy, financial preparation, and relationships that open doors to new opportunities.

Here's to finishing 2026 with purpose, and entering 2027 ready to act.

The Cervitude Team

LEADERSHIP INSIGHT

5 Before the Year Ends: Questions Every Founder Should Ask

The final quarter is more than a deadline for annual targets. It's an opportunity to identify what's working, address what's holding the business back, and prepare for the next stage of growth.

Before setting next year's goals, take a step back and ask five questions:

PRIORITIES: Identify the three initiatives that will have the greatest impact in 2027

Growth brings opportunities, but also distractions. New initiatives can stretch resources without advancing the business.

1 **ASK YOURSELF:** Which three priorities will have the greatest impact over the next 12 months? What should we stop doing or do differently?

Focus ensures that time, talent, and capital support what matters most.

PROFITABILITY: Review margins, cash flow, and working capital needs.

Revenue growth can mask tightening margins, rising expenses, and unpredictable cash flow.

2 **ASK YOURSELF:** Do we understand our margins, cash flow, and working capital needs? Are we growing profitably, and are we financially prepared for the year ahead?

Reliable financial information supports better decisions and strengthens credibility with lenders and investors.

LEADERSHIP: Identify responsibilities that still depend too heavily on the founder.

The structure that works for a smaller business may become a constraint as it grows. When every decision depends on the founder, execution and expansion can suffer.

3 **ASK YOURSELF:** Do we have the right people, clear responsibilities, and management capacity to support our next stage of growth?

Scaling requires a team that can execute the strategy without relying on the founder to solve every problem.

OPERATIONALS: Pinpoint one process or reporting gap to address before year-end.

Inefficient processes, inconsistent reporting, and unclear responsibilities can become costly as a business expands.

WHAT WE'RE SEEING

5 Before the Year Ends: Five Questions Every Founder Should Ask

4 **ASK YOURSELF:** What limits our ability to operate efficiently, serve customers consistently, or grow without unnecessary complexity?

Addressing weaknesses now can improve performance and prevent today's challenges from becoming tomorrow's obstacles.

GROWTH READINESS: Identify the financial information, materials, or relationships needed for the next major opportunity.

Expanding, pursuing an acquisition, or seeking outside capital requires more than ambition. It takes a credible strategy, realistic financial projections, and a clear understanding of the resources needed.

5 **ASK YOURSELF:** If the right opportunity or financing conversation arose tomorrow, could we clearly explain our direction, potential, and capital needs?

Preparation builds credibility and gives businesses greater flexibility to act when opportunities arise.

Make the Next 90 Days Count

You don't need to solve every challenge before year-end. Start by identifying two or three gaps most likely to limit your progress in 2027 - and assign clear next steps to address.

Use the final quarter to address gaps, set measurable priorities, and prepare for the year ahead. Financial clarity, capable leadership, and operational discipline create a stronger foundation for growth.



WHAT WE'RE SEEING

Your 2027 Business Plan: Four Priorities to Address Now

Turn year-end reflection into an actionable plan for growth.

For many businesses, October marks the beginning of year-end planning. But for companies focused on growth, this is more than an exercise in setting next year's revenue targets. It's an opportunity to reassess strategy, challenge assumptions, and ensure the business is positioned to capitalize on new opportunities.

The companies best positioned for growth in 2027 will be those that start preparing today.

Four Priorities to Put in Motion Now

PLANNING AREA	PRACTICAL OUTPUT
Growth Assumptions	A realistic 2027 Forecast with documented assumptions
Financing Needs	A 12-month cash-flow forecast and preliminary funding timeline
Market Positioning	A clear statement of differentiation and growth opportunity
Execution Priorities	Three to five measurable milestones with assigned owners

Preparation Creates Opportunity

A plan is only as useful as the decisions and actions it supports. Companies that understand their financial position, communicate their value clearly, and anticipate their resource needs are better prepared to pursue expansion, acqusiitions, and outside capital.

As you plan for 2027, move beyond setting targets. Identify what must be in place to achieve them - and begin now.

Financing Growth Through Acquisition: A $90 Million Dental Industry Deal



On August 11, 2026, Norwalk, Connecticut-based Encina Commercial Finance announced that it provided $51 million in first-out financing as part of a $90 million senior secured unitranche facility supporting Catalis Dental Lab Partners' acquisition of Midwest Dental Arts, a portfolio company of Caymus Equity. Gladstone Capital Corporation served as administrative agent and lead investor in the last-out tranche.

Catalis operates a national network of full-service dental laboratories serving private-practice dentists and dental service organizations. The acquisition expands its footprint to 14 locations nationwide and strengthens its capabilities in digital dentistry, implant services, and full-arch restorations.

Why This Deal Matters

Understanding first-out financing. First-out financing is a loan tranche that receives repayment priority over other participating lenders from available cash flows or collateral proceeds. In this transaction, Encina provided the first-out portion, while Gladstone led the last-out tranche, which assumes a different position in the repayment hierarchy.

A flexible approach to financing. A unitranche facility combines financing from multiple lenders into a single loan structure for the borrower. This arrangement can provide a coordinated financing solution while allowing lenders to share risk and establish repayment priorities internally.

Capital aligned with a growth strategy. Catalis is expanding its geographic reach and specialized service capabilities through acquisition. Structured financing can help established businesses pursue similar opportunities when supported by a sound strategic rationale and demonstrated capacity to service the debt.

The Takeaway for Growing Companies

Acquisitions can accelerate growth, but they require careful planning around valuation, integration, cash flow, and repayment obligations. Business owners considering an acquisition should evaluate financing options early and ensure their growth strategy is supported by credible financial projections.

PARTNER PROFILE

FINANCEWIRE:

Getting Company News in Front of the Right Audience

For companies seeking capital, announcing a major milestone, or building their presence in the financial community, visibility matters. But distribution matters as much as publication. Reaching the right financial publications, industry outlets, and audiences requires more than simply sending a release across a broad network.

That's where FinanceWire comes in. Created by Nadav Dakner, an entrepreneur based in Israel, FinanceWire is a specialized press release distribution platform focused on finance and fintech news. What distinguishes its approach is the flexibility it offers companies to customize distribution and select publications and outlets aligned with their specific audiences and communication goals.



Nadav Dakner, CEO

FinanceWire
TechnologyWire
Chainwire
CyberWire
GamingWire

Nadav has also created platforms serving other industries, including TechnologyWire, ChainWire, CyberWire, and GamingWire. Together, these specialized newswires address the needs of companies across finance, technology, blockchain, cybersecurity, and gaming.

> I created the newswire platforms to give brands and agencies all the right tools and flexibility to place press releases and news articles where they really matter. No brand is identical, and our approach is precision over 'spray and pray'.

Nadav's approach and philosophy is particularly relevant for companies looking to raise capital or strengthen their market presence. FinanceWire offers customizable distribution options, allowing companies to select publications and outlets aligned with their communications objectives rather than relying solely on broad, untargeted distribution.

PARTNER PROFILE

Cont'd

FINANCEWIRE:
Getting Company News in Front of the Right Audience

A New Partnership with Cervitude

Cervitude is pleased to have formed a partnership with Nadav Dakner, adding specialized press release distribution capabilities to the resources available to our clients and network.

For growing companies, investor readiness involves more than a compelling presentation. Communicating milestones, sharing company developments, and maintaining a consistent market presence can complement a broader capital strategy.

> "FinanceWire will be a relevant platform to elevate brand awareness and fund-raising efforts, while also boosting GEO and SEO."

Through this partnership, Cervitude can help clients align their investor positioning and communications strategy with distribution options tailored to their intended audiences. The goal is to help companies communicate their progress more effectively as they pursue their business and financing objectives.

We look forward to exploring how these complementary capabilities can support the companies we serve.

Connect with Nadav:

LinkedIn

Explore the Platforms:

FINANCEWIRE by MediaFuse

TECHNOLOGYWIRE by MediaFuse

CHAINWIRE by MediaFuse

CERVITUDE

INTELLIGENCE BRIEF

Are you preparing for your next stage of growth?

Whether you're strengthening your business plan, evaluating financing options, or improving investor communications, Cervitude helps companies build the foundation for informed growth decisions.

Let's discuss what's next for your business.

get in touch

Hello@cervitude.com

Cervitude.com

Three Focused Areas. One Trusted Partner.

INVESTOR READINESS

PREPARE YOUR BUSINESS FOR OPPORTUNITY

- Strategic business plans
- Pitch and board decks
- Financial readiness
- Due diligence support

CAPITAL STRATEGY & ACCESS

CONNECT TO THE RIGHT CAPITAL SOLUTIONS

- Capital strategy & structuring
- Investor & lender outreach
- Transaction support
- Market Intelligence

INVESTOR RELATIONS ADVISORY

COMMUNICATE YOUR VALUE WITH CONFIDENCE

- Investor communications
- IR materials & messaging
- Roadshows & outreach
- Digital investor campaigns

BUILDING INVESTABLE COMPANIES.