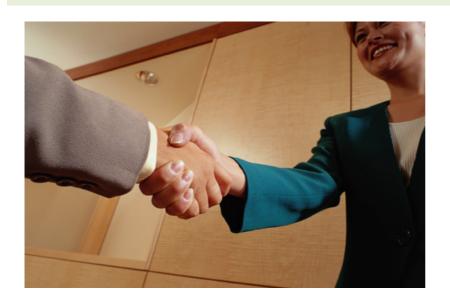
Business Continuation



Eventually every business owner will leave the business that he or she created... either by selling death, disability or retirement. continuation planning is about taking control of something that Without advance is inevitable. planning, others may control the process. With advance planning, the opportunity to realize develop an appropriate and avoid the family and from a lack of planning.

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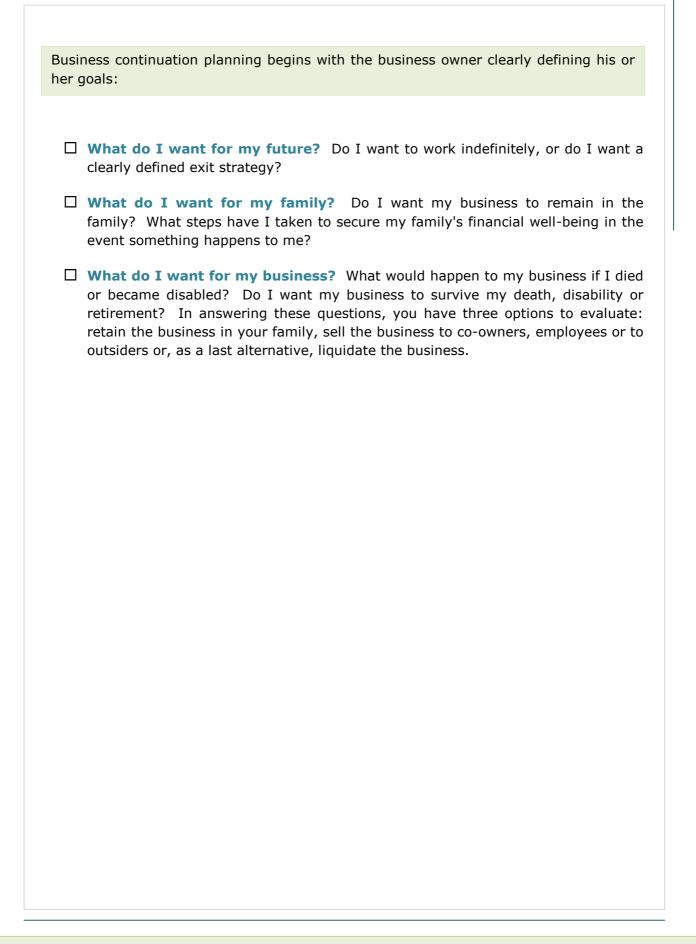
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Business Owner Goals



Business Assessment

☐ How is my business legally organized (sole proprietorship, partners corporation, limited liability partnership or corporation)? What are advantages and disadvantages of my business organization in regard to operathe business and transferring ownership in the future? Should I consider that the considerance in business organization?	the ating
□ Do I have any key employeesemployees to whom I delegate some of success of the business? What would be the financial impact on my business key employee were to terminate employment, possibly to work for or become competitor? How does my business attract and retain key employees? If a employee were to die or become disabled, what would be the financial impact my business?	s if a ne a key
☐ What is the market for my business interest? Have comparable busines been sold recently? What would be the estimated cost of starting up a sir business and growing it to the level at which my business currently operates?	
What is the value of my business? Using multiples of earnings or capitalizar rates consistent with businesses in your industry, it is possible to estimate value of a business. Another alternative is to hire a business appraiser to produce a detailed appraisal of the value of your business. Keep in mind, however, the any given time, the market value of a business is what a willing buyer will papurchase the business from a willing seller, assuming that both parties is knowledge of all material facts and neither is under any compulsion to buy of sell.	the duce at at ay to have

Family Retention

Keeping your business in the family through an orderly succession to one or more family members at your death, disability or retirement is best accomplished through advance planning, which involves answering such questions as:			
☐ Which family member(s) will own and manage the business? Is there already an able family member who is active in the business? If more than one family member is involved, how will ownership and management control over the business be split? What is the transition timetable (over a period of months, years)?			
☐ Are there any non-family co-owners? If so, will the successor family member or members be acceptable to them?			
☐ How will the business interest be transferredby will at your death or by gift or sale during your lifetime? What are the tax implications of the selected method of transfer?			
☐ Will the selected method of transfer create a need to equalize inheritances among heirs, such as other children? Will funds be available for this purpose?			
☐ In the event you are disabled, will the business need to continue an income to you? Will the business need to continue an income to your spouse and other dependent family members in the event of your death? Will funds be available for this purpose? How will you provide for your retirement?			
☐ If ownership of the business does not transfer until your death, will there be sufficient liquidity in your estate to pay estate taxes and other settlement costs without liquidating business assets?			
☐ Will there be a period of decreased profits during the transition to new management? Will credit lines be disrupted or outstanding loans have to be repaid? Will funds be available to cushion the transition to new ownership/management?			
☐ How will key employees be involved in the transition? What steps will be taken to retain key employees?			

Selling the Business

If you do not have a willing, capable family member to continue the business, it can be difficult to preserve the value of your business interest unless a market for the business is created prior to your death, disability or retirement. When a potential buyer for your business interest can be identified, advance planning can provide answers to questions such as these:					
☐ Who is a potential buyer for your business interesta co-owner or owners, one or more key employees or an outsider?					
☐ At what events will your business interest be solddeath and/or disability or retirement? How will the purchase be structured?					
☐ Is there a buy-sell agreement in place?					
☐ What is the value of your business interest? What would a willing buyer pay for your business? For how much would you sell your business?					
☐ What will be the source of the funds needed to complete the sale?					
☐ What are the income and estate tax implications?					

Liquidating the Business



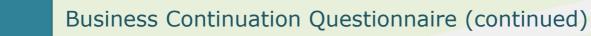
In these situations, the only alternative may be to liquidate the business at your death, disability or retirement. Without proper advance planning, a forced liquidation, which may greatly diminish the value of your business asset, may result.

When the business cannot be retained by the family or sold at your death, disability or retirement, advance planning can lead to a planned, orderly liquidation of the business by answering questions such as these:

☐ Will funds be available to continue an income to you if disabled or retired, or to your surviving family in the event of your death?
☐ Will funds be needed to pay estate taxes and other estate settlement costs?
☐ Will sufficient funds be available to provide the time needed for a planned liquidation, thus maximizing the liquidation value of the business and avoiding a "fire sale"?

Business Continuation Questionnaire

A. Business Continuation Objective Do you want your business interest: ☐ Retained for Family (Section B) ☐ Sold (Section C) ☐ Liquidated (Section D) **B.** Objective: Retain the Business for Family 1. For whom do you want the business interest retained? **Ownership** Name Relationship **Current Position** Age **Interest** % % % % % 2. How do you want your business interest transferred? □ by will (at death) □ by gift (during life) \Box by sale (during life or at death) Funding? _____ 3. Will your estate have sufficient liquid assets to pay your estate settlement bill? 4. What percentage of your estate is represented by your business interest? _____ % 5. Is there a need to provide additional working capital during the transition period? 6. What plans do you have to continue an income to surviving dependents not active in the business? _____ 7. Is there a need to equalize inheritances among surviving family members? _____



C. Objective: Sell the Business

1. To whom will your business interest be sold?

Name	Age	Relationship	Currently Active? (Y or N)	% of Your Business Interest
				%
				%
				%
				%
				%

D	o you have a written	Buy-Sell Plai	n?				
. It	YES:						
a.	. What type is it?		Cross Purch	ase	□ Entit	y Purchase	
b	. When was it imple	mented?		Last re	viewed? _		
c.	. How will the plan v						
	Disability						
	Retirement						
d	. How is the pur	•	determined?				
e.	. Is your Buy-Sell Pl If so, how?						
	If not, where will t						

f. Does your plan still adequately reflect the needs of your business and its

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Business Continuation

owner(s)? _____



D.	Objective: Liquidate the Business
	What do you think the liquidation value of your business would be today?
2.	How does this liquidation value compare to the value of your business as a going concern?
<i>3.</i>	Will your estate have sufficient liquid assets to pay your estate settlement bill?
4.	What plans have you made to continue an income to yourself or your family in the event of your death, disability or retirement?
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Disclosure Information

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