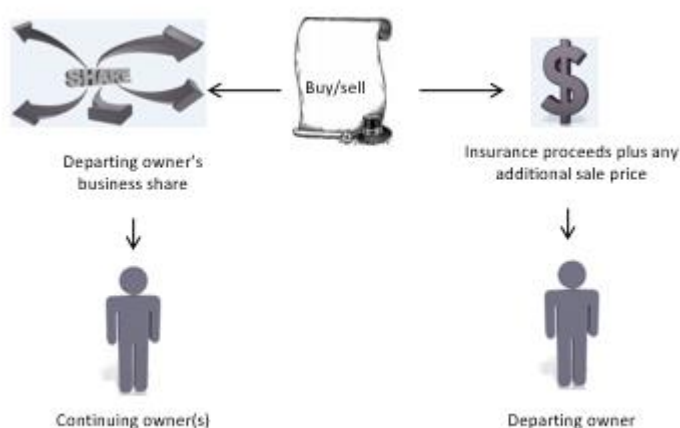


Business Succession Agreement and Funding

The death or permanent disability of an owner in a small-medium business can be detrimental to the ongoing viability of the business as well as the families of all owners.

For business owners, a Business Succession Agreement funded by insurance protects all owners and their families by enabling the timely and orderly transfer of ownership in the event of death, total and permanent disablement or critical illness or injury of one or more of the owners.

A successful strategy has two components: a business succession agreement and a funding mechanism. It is important that these two components are structured together. This may require a financial planner or life insurance broker, lawyer and accountant to work together.



Benefits

This strategy can enable the remaining owners to acquire the interests of the outgoing owner so they can continue to run the business. The outgoing owner (or their estate) to receive adequate compensation in exchange for their share of the business.

How it works

The agreement

A business succession agreement involves the business owners entering into a written legal agreement to detail what will happen to their respective interests in the business should one of them die, become disabled, suffer a trauma, resign or retire. This type of agreement is sometimes referred to as a business Will.

This document ensures the ownership of the business is transferred to the remaining owners. Essentially, the agreement should provide for the departing business owner (or their estate) to sell their interest to the remaining owners, and for the remaining owners to purchase the departing owner's interest in the business.

If the business is operated through a company or trust, the agreement should be structured to require that entity to sell/purchase the business share.

Funding

The agreement should also recognise the means of funding the buy/sell obligations.

There are generally three options for funding the capital requirements of a business succession plan - sell assets, borrow, or transfer the funding to an alternative mechanism like insurance. Insurance is often the most efficient means of ensuring adequate funds are available if the owner is departing due to death, disability or trauma.

If you have insurance funding in place without an implemented legal agreement, you run the risk of the insurance proceeds being paid to the departing owner, but the remaining owners not receiving control of the business share.

Ideally, the capital required to fund the transfer should reflect:

- each owner's individual (or related party-owned) **equity** holdings; if possible this should allow a cushion for growth over a three year period, particularly if insurance funding is selected as a source of capital
- sufficient capital for the settlement of any **loan accounts**
- permanent cancellation of any **personal guarantees** through the elimination of the borrowings.

The importance of business succession

Properly drafted and funded Business Succession Agreements obviously come into their own during periods of great stress for a business, such as the death or disablement of an owner. The stability that such careful forward planning brings at these times cannot be underestimated.

This stability will also be of considerable comfort to other stakeholders in your business, such as **staff, creditors, customers/clients and financiers** who will know that:

- professional arrangements, and the funds to back up those plans, are in place for the orderly transfer of ownership, and
- the business can continue to operate under the experienced guidance of the remaining owner(s).

Furthermore, having adequate funds available for the settlement of an owner's interest removes the pressure on the business at a time of possible capital vulnerability.

Insurance Policy Ownership

There are a number of alternatives for how to own insurance policies as part of a buy/sell agreement. For example, the policies could be self-owned (by each owner), cross-owned (by each owner on life of the other owners), owned by a business entity or an independent insurance trust. There are benefits and disadvantages with each option and you should seek professional legal advice on this matter.

Self-ownership

Self-ownership is the simplest and most flexible option. The outgoing owner (or their estate) receives the insurance proceeds if a claim is triggered. If you have a spouse, you could nominate your spouse as beneficiary so they receive the payment directly.

Each owner is responsible for paying the premiums on their own policy but you can come to an agreement to pay these through the business. You should seek tax advice from your accountant. The premiums are not tax deductible and the proceeds are received tax free.

The Business Succession Agreement needs to be drafted to ensure that the share of business is transferred with the insurance payment counting towards to the sale price.

Cross-ownership

Each business owner will own (or jointly own) a policy on each of the other owners. If a claim is paid this gives the remaining owners control over the money to pay for the transfer of the departing owner's share under the terms of the agreement.

This option is less flexible if ownership changes are likely. The premiums are not tax deductible but proceeds may be taxable if paid out for disability claims.

An agreement will be needed on how premiums are to be funded to ensure the policies stay current.

Business Ownership

If the business is run under a company structure the insurance policy could be owned by the company. Under this option any claim proceeds will form part of the company's capital.

The business succession agreement then compels the company to purchase back the departing owner's shares and cancel them. In this way, the value of the remaining owner's shares increase but will also increase their potential capital gains tax liability when their own shares are eventually sold.

The insurance premiums for the policies owned and funded by the business are not tax deductible.

Insurance Trust Ownership

If flexibility is needed to deal with insurance proceeds from a death claim differently to a disability claim to manage tax implications, or there are a large number of owners of the business or changes to business

ownership are likely, holding the insurance policies through a special purpose insurance trust may be advantageous.

The claim proceeds are paid to the insurance trust trustees and are distributed in accordance with the trust agreement. This needs to match the required outcomes under the Business Succession Agreement. The Trustee may pay the funds to the departing owner or their estate (in exchange for transfer of that person's business share to the remaining owner), or to the remaining business owners to purchase the departing owner's interest in the business.

The insurance premiums are paid for by the trustee of the insurance trust and are not tax deductible.

Equalising premiums

It is important that the insurance policies continue to have premiums paid so they remain in place.

The policy owner is responsible for payment but the other business owners also have an interest to make sure the premiums are paid. It is common for some form of premium "equalisation" to occur so that effectively the total premium is shared according to shareholder interests.

Insurance premiums are based on life expectancy, and are more expensive for older lives. There is a greater chance of an insured event happening for an older shareholder than younger counterparts. In the case of the death of the older shareholder, the younger shareholders benefit from the arrangement.

Consequences

- The Business Succession Agreement is a crucial part of your business protection plan. You should seek expert legal advice to have an agreement established and ensure its structure and the insurance policy ownership are consistent with your objectives.
- You should also work with your accountant to consider taxation and business structure implications.
- Business values will regularly change. The Agreement is more likely to specify the approach to calculating the value than a dollar amount. If the transfer is to be funded using insurance it is important to review the insurance levels on a regular basis to ensure they remain adequate.
- Business owners and their families should review and update their own personal Wills on a regular basis to ensure efficient distribution and control of the assets in the event of their death.
- Also, all business owners should have Enduring Powers of Attorney in place to look after their affairs if they become incapacitated.
- Other funding mechanisms should be considered if the Agreement deals with non-insurable events such as retirement.
- You should always carefully read the Product Disclosure Statement (PDS) and policy document for your selected insurance policy and keep these documents in a safe place.

Date: 1 April 2018