

Corpus Christi Estate Planning Council

8 Ways of valuing a family owned business

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withum⁺ learning



Edward Mendlowitz, CPA, AEP(Distinguished)



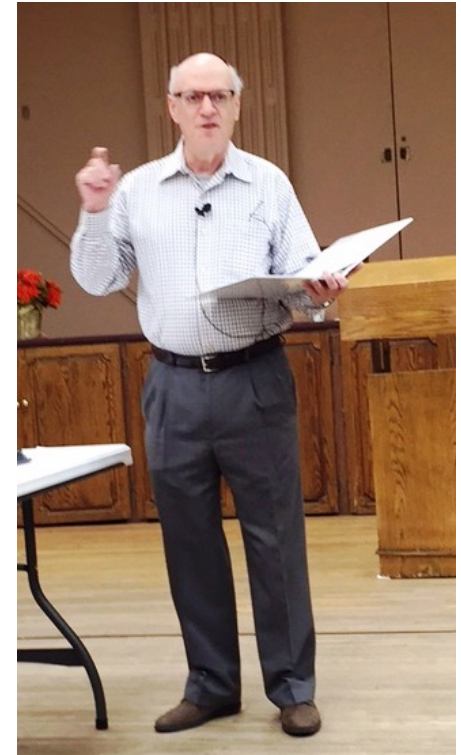
- Partner with WithumSmith+Brown, PC
- One of *Accounting Today's* 100 Most Influential People
- AICPA designations: PFS, ABV, CFF, CITP, CGMA
- MBA Professor at Fairleigh Dickinson University
- Author of 29 professional books
- Developer and presenter of over 350 CPE programs
- Admitted to practice before U.S. Tax Court
- On *BottomLine/Personal* panel of experts
- Practice management techniques have been reported on by *The Wall Street Journal*, *Journal of Accountancy* and many other publications
- Testified twice before House Ways and Means Committee on tax equity and reform
- Has been a Team Captain and performed peer reviews for over 60 CPA firms
- Best selling author at CPA Trendlines

Live presentation

These slides accompany a live presentation and have been prepared to facilitate that presentation

The slides do not have everything that will be covered during the program, but will be used in conjunction with the presentation

You are welcome to call me with any questions when you try any of the techniques explained in this program



Educational use of examples

The examples and discussion in this handout has been prepared and organized to illustrate specific points and methods for teaching purposes. Nothing herein is fixed or might actually occur in a valuation.

Valuations are prepared based on specific purposes and uses, individual circumstances, the then current economic situation and how the appraiser chooses in those instances to apply his or her knowledge and experience to the project at hand.

A business' value

A business' value is only exact when it is sold...

...and then only for the circumstances of that sale transaction

Without a sale, the value can only be guessed at.

Valuing a business is an art, not a science

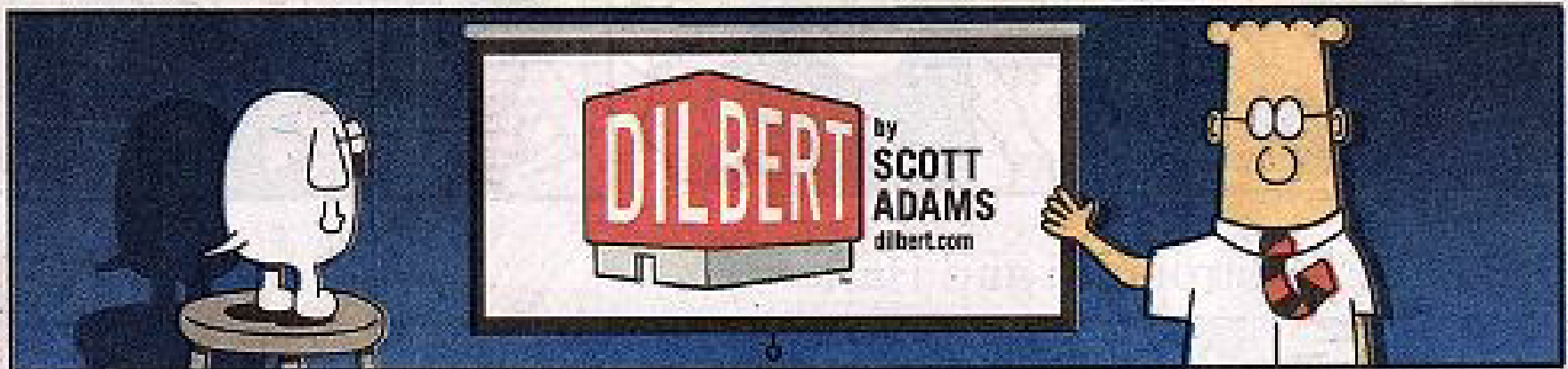
There are a lot of assumptions made when a business is valued or appraised

Some assumptions deal with interest rates and rates of return, how the business will grow, how it can continue to be managed after a sale, the margins and profitability, sales growth, types of customers and sources of supply, ability and longevity of employees, price levels, market share...

...and even the purpose of the valuation...

...and who wants to buy the business.

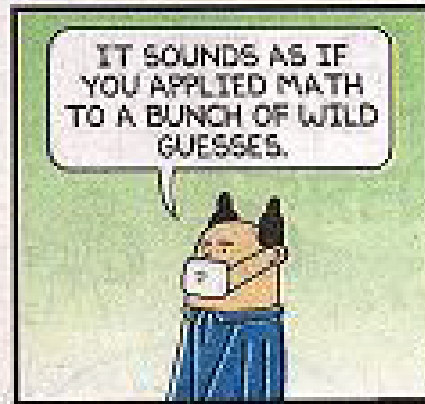
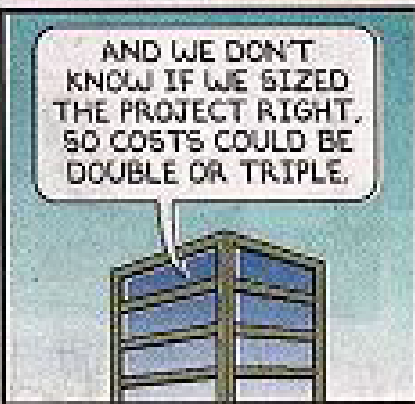
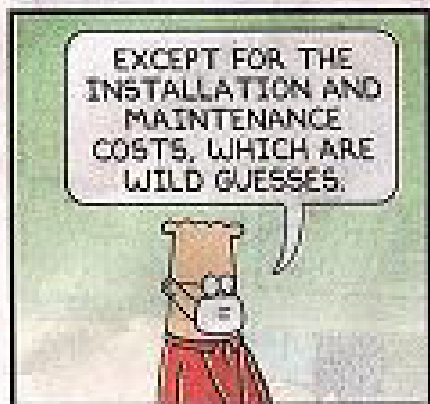
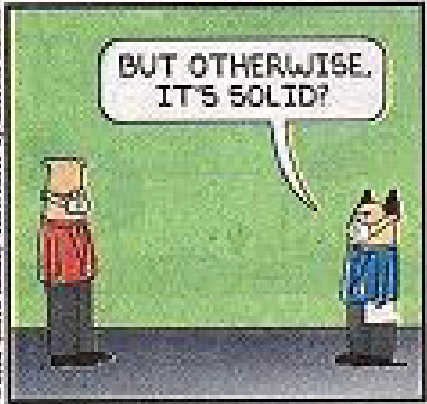
These are all subjective issues



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Types of buyers

An investor

Someone that wants to work in the business

A competitor either to grow itself, close the business or who wants to create a mini-empire in that industry

A supplier

A company that wants to get into the industry or who wants something the company has or who wants to sell to the business' customers

Purposes of a valuation - partial listing

Give some ownership to an employee

Selling the business OR buying a business

For a personal financial statement or financial plan

Estate and gift tax purposes

In marital separation controversies or for a pre-nuptial agreement

In a business partnership split up OR to establish the value in a buy-sell agreement

To establish a benchmark to measure future growth of business' value

Types of valuations – partial listing

Fair market value (FMV) – defined on separate slide

Fair value – when all of the rules of FMV are not followed

Fair value - valuing assets on a financial statement

Fair value – in certain forced buy out situations

Standards in a divorce – varies by rules of the state courts where each determines its own rules and methodology

Selling the business - to determine an asking price, a rock bottom value and formulate a negotiation posture

Cost to recreate the business

Liquidation value

Industry standards

Value in a portfolio of similar or diversified investments

To price an initial public offering (IPO) or to sell shares anticipating an IPO

Job value to a buyer that wants to work in the business

Strategic value to a buyer – what owning the business can do for the buyer

Fair market value – defined

The price at which property would change hands between a willing and able buyer and willing and able seller with neither being under any compulsion to buy or sell and both parties having reasonable knowledge of relevant facts, with both seeking their maximum economic self-interests.

Must be a “hypothetical” buyer and seller that are assumed to be well informed about the property and the market for such property and are willing and able to complete the transaction.

Based on cash payment in full, and

Market exposure for reasonable period

In the absence of anything on the previous slide, a FMV might not be appropriate or able to be performed, and in that case the valuation would be called a “Fair Value” valuation.

Note that I provided three definitions for Fair Value. There are more.

The only definition that really matters is for FMV.

Factors to consider in a valuation

The reasons for the valuation

The actual buyers and sellers and pressures they have

Family members, employees and other parties of interest

Hidden agendas

Negotiation skills of the parties

Payment terms and periods

Income taxes

Transaction costs

Legal precedents and rulings that guide and establish values

Time constraints

The portion of the business being sold if less than the whole business
Upward adjustments for added value of a small ownership to control or sway control (called a swing vote)

Downward adjustments for a small ownership interest that lacks control or that will have special difficulty in marketing their ownership

This presentation assumes 100% of the business will be sold EXCEPT in the illustration showing the difference in the value between gift and estate tax purposes.

Illustrations of value under the following ~~8-9~~ 10 circumstances

1. Fair market value for estate tax purposes
2. Fair market value for gift tax purposes
3. Buying the business as an investment
4. Selling the business
5. Job value to the buyer
6. Divorce
7. Strategic value
8. Buy-sell agreement
9. For a loan application
10. Personal financial planning

Fair market value for estate tax purposes

How the business would be valued for estate purposes

Sometimes the value is for estate TAX purposes

Usually there is no estate tax, but the value would be used to transfer the business to various beneficiaries

Sometimes the value is to establish the basis for a later sale

Sometimes the value is to establish the basis for a Section 754 step-up election for greater depreciation deductions by the beneficiaries

Fair market value for gift tax purposes

When shares of a business are given as gifts

An example would be 33.3% of a business is given as a gift to each of 3 children

Buying the business as an investment

Cash flow

Risk

Compared to other opportunities

Balance an investment portfolio

Selling the business

Determine an asking price

Set a rock bottom value

Discover hidden values that someone not working in the business might think is important

Formulate a negotiation posture

Job value to the buyer

Motive is to get a job

ROI is not as important, but needs to be there at a reasonable amount

Divorce

Varying methods are used in state courts for matrimonial issues such as:

- what a business might be worth in an immediate sale

- what it costs to create or to recreate

- what it is worth to the present owner

- can consider or not consider discounts for partial interests

These are not concepts used in the fair market value method.

Each state sets its own rules and methodology, and Judges decide the value in part by using their feelings, experience and judgment

Strategic value

What owning the business can do for the buyer

Examples are location of business, products that expand buyer's product line or enter to a special customer or type of customer

A strategic buyer will pay the price based on "asking" price if it is significantly lower than what they would pay

The strategic buyer will also pay the price they are pushed to pay if it is lower than what it would otherwise cost them to get into that space plus the time it would take

Value for a buy-sell agreement

A buy-sell agreement is mandatory if there is more than 1 owner

A buy-sell agreement is the Will for the business

Buy-sell agreements can have different values for death, disability, retirement, quitting, imprisonment, losing a license to practice, personal bankruptcy or other situations

Either party can be the seller or buyer

Default value: The price either owner would be willing to sell their share for or willing to write the check for the other's share under the price and **terms** agreed to

Value in a personal financial statement for a bank

Need a realistic justifiable value with a clear easily understandable explanation of the basis for it

Value in a financial plan

Why is a value needed?

Is the value for family's guidance, owner's own ego or to get a ballpark of the net worth while planning an estate

Which is more important to the owner and their family – asset values or cash flow?

When someone retires, do they live off asset values, or cash flow?

Usually the cash flow is what is important, not the asset values

The value of a business is not exact, or definite, can quickly change and is illusory

Benchmark company used in discussion

On the following slides is the benchmark company that will be used for the illustrations to impart how a business could be valued. Some of the illustrations are exaggerated to better explain the issues

There are four sections of the illustrations:

1. Definitions
2. A summary financial statement for the past five years and a projection for the current and next year (7 years are presented)
3. Normalized net income – this is the company's net income adjusted for items that would not be repeated or appear with a different owner
4. 10 Separate calculations of the business' value. Each will be accompanied by a discussion

Definitions

Weighted average of net income: When the net income of multiple years are used, an average is determined assigning a greater weight to the more recent years

Rate of return for an investor: The percentage pre-tax income an investor would want to earn on their investment

Value based on rate of return: Divide the net income by the rate of return to get the value. For a 20% desired rate of return and a \$100,000 profit the business would be worth \$500,000. $\$100,000 \div 20\% = \$500,000$

Risk: Making an investment involves assessment of the risk which would typically be reflected in the rate of return

Rate of return multiple: This is 1 (or 100%) divided by the desired percentage rate of return. For a 20% return you would divide 1 by 20% getting 5. So the multiple is 5. To get the value you would multiply the net income by 5 (or whatever the multiple is)

Rate of return used in illustrations: The first illustration shows the business' value using rates of return ranging from 14% to 33%. For the other illustrations I used 20% or a multiple of 5 to determine the value. This was done to facilitate the discussion

Terms: Payment terms are an essential part of the business' value and are usually negotiated separately from the value. No price is valid until the terms have been agreed upon. Sellers usually want all cash and buyers want to spread the payments over as long a period as possible

Earnout: This is a contingent portion of the purchase price. When a business is experiencing rapid growth and the price is based on future increased profitability then an earnout might be in order. This is where additional amounts are paid if certain targets are met. These targets are usually based on profit but can also be based on other criteria such as sales, new client growth or key employee retention. Earnouts usually cover the first three years after the sale but can be longer or shorter based upon circumstances.

Alternatives to a straight purchase payment: Leases for equipment or premises, royalty arrangements, consulting agreements and continuing to pay certain expenses on behalf of the seller

Benchmark income statement

COMPANY FINANCIAL REPORT	Projected 20X7	Projected 20X6	Actual 20X5	Actual 20X4	Actual 20X3	Actual 20X2	Actual 20X1
Sales	1,800,000	1,200,000	800,000	550,000	500,000	450,000	400,000
<i>Sales increase %</i>	<i>50.0%</i>	<i>50.0%</i>	<i>45.5%</i>	<i>10.0%</i>	<i>11.1%</i>	<i>12.5%</i>	
Cost of sales	576,000	456,000	352,000	269,500	255,000	238,500	220,000
Gross profit	1,224,000	744,000	448,000	280,500	245,000	211,500	180,000
<i>GP %</i>	<i>68.0%</i>	<i>62.0%</i>	<i>56.0%</i>	<i>51.0%</i>	<i>49.0%</i>	<i>47.0%</i>	<i>45.0%</i>
Operating expenses							
Owner's salary and benefits	400,000	300,000	150,000	78,000	78,000	78,000	78,000
Medical insurance for owner's family	35,431	32,210	29,282	26,620	24,200	22,000	20,000
Selling and marketing expenses	108,000	72,000	48,000	25,000	14,000	8,000	4,500
Shipping costs	54,000	36,000	24,000	16,500	15,000	13,500	12,000
Product and marketing consultants			70,000	30,000	30,000		
All other expenses	115,151	104,683	95,167	86,515	78,650	71,500	65,000
Total operating expenses	712,583	544,893	416,449	262,635	239,850	193,000	179,500
Net income before taxes	511,417	199,107	31,552	17,865	5,150	18,500	500
Taxes	0	0	0	0	0	0	0
Net income	511,417	199,107	31,552	17,865	5,150	18,500	500

Normalized net income

	Projected 20X7	Projected 20X6	Actual 20X5	Actual 20X4	Actual 20X3	Actual 20X2	Actual 20X1
NORMALIZED NET INCOME							
Net income per Company	511,417	199,107	31,552	17,865	5,150	18,500	500
Add or subtract non "normal" amounts							
Medical insurance for owner's family	35,431	32,210	29,282	26,620	24,200	22,000	20,000
Product and marketing consultants			70,000	30,000	30,000		
Adjustment for owner's "excess" salary							
Add back owner's salary and benefits	400,000	300,000	150,000	78,000	78,000	78,000	78,000
Less reasonable owner's salary and benefits	(250,000)	(200,000)	(125,000)	(90,295)	(85,995)	(81,900)	(78,000)
Adjusted normalized net income	696,849	331,317	155,834	62,190	51,355	36,600	20,500
Less income taxes (30%)	(209,055)	(99,395)	(46,750)	(18,657)	(15,407)	(10,980)	(6,150)
Normalized net income	487,794	231,922	109,083	43,533	35,949	25,620	14,350

#1. Fair market value for estate purposes: Value using last 5 years' actual amounts

SAMPLE ILLUSTRATION using trailing 5 years' amounts				Actual	Actual	Actual	Actual	Actual
				20X5	20X4	20X3	20X2	20X1
Normalized net income				109,083	43,533	35,949	25,620	14,350
Weight given to this year			15	5	4	3	2	1
Calculation			892,985	545,417	174,133	107,846	51,240	14,350
Weighted average normalized net income (892,985 ÷ 15)			59,532	59,532	59,532	59,532	59,532	
Expected annual return by purchaser (5 diff. %)			14.3%	16.7%	20.0%	25.0%	33.3%	
Value of company			416,727	357,123	297,662	238,129	178,599	
Expected return as a multiple of normal. net inc (1 ÷ 20% =5)			7	6	5	4	3	

#2. Fair market value for gift tax purposes: Value using last 5 years' actual amounts

SAMPLE Fair Market Value of a Minority Interest			
Value of company using 5 multiple value from prior illustration			297,662
Valuing a 33.3% interest in company			99,211
Less discount for minority interest lack of control	20.0%		(19,842)
			79,369
Less disc for difficulty in marketing the minority interest	20.0%		(15,874)
Discounted value of a 33.3% interest in company			63,495
Total value of 3 separate 33.3% equal shares			190,485
Reduction in value if 3 equal owners, valued separately			107,177
Percentage reduction in value			36.0%
<i>All discount percnatges are for illustration purposes only</i>			

#3. Buying as an investment

Using projected and last 4 years' actual

SAMPLE using projected 20X6 and not earliest year			Projected 20X6	Actual 20X5	Actual 20X4	Actual 20X3	Actual 20X2
Normalized net income			231,922	109,083	43,533	35,949	25,620
Weight given to this year		15	5	4	3	2	1
Calculation		1,824,059	1,159,609	436,334	130,600	71,897	25,620
Weighted average normalized net income		121,604					
Multiple of expected annual return		5					
Value of company		608,020	Compare this to \$297,662 in previous illustration				

#1 and #3 on same slide

Notice difference of dropping earliest year and adding projected (current) year

SAMPLE ILLUSTRATION using trailing 5 years' amounts			Actual	Actual	Actual	Actual	Actual	
			20X5	20X4	20X3	20X2	20X1	
Normalized net income			109,083	43,533	35,949	25,620	14,350	
Weight given to this year		15	5	4	3	2	1	
Calculation		892,985	545,417	174,133	107,846	51,240	14,350	
Weighted average normalized net income (892,985 ÷ 15)		59,532	59,532	59,532	59,532	59,532		
Expected annual return by purchaser (5 diff. %)		14.3%	16.7%	20.0%	25.0%	33.3%		
Value of company		416,727	357,123	297,662	238,129	178,599		
Expected return as a multiple of normal. net inc (1 ÷ 20% =5)		7	6	5	4	3		
SAMPLE using projected 20X6 and not earliest year			Projected	Actual	Actual	Actual	Actual	
			20X6	20X5	20X4	20X3	20X2	
Normalized net income			231,922	109,083	43,533	35,949	25,620	
Weight given to this year		15	5	4	3	2	1	
Calculation		1,824,059	1,159,609	436,334	130,600	71,897	25,620	
Weighted average normalized net income		121,604						
Multiple of expected annual return		5						
Value of company		608,020	Compare this to \$297,662 in previous illustration					

#4a. Valued by seller (this could also be used by an investor)

Used projected year and 2 previous years

SAMPLE using projected 20X6 and previous 2 years			Projected 20X6	Actual 20X5	Actual 20X4		
Normalized net income			231,922	109,083	43,533		
Weight given to this year		6	3	2	1		
Calculation		957,465	695,765	218,167	43,533		
Weighted average normalized net income		159,578					
Multiple of expected annual return		5					
Value of company		797,888					
Effect of increasing the multiples (expected return on investment)							
Weighted average normalized net income		159,578	159,578	159,578			
Multiple of expected annual return		5	6	7			
Value of company		797,888	957,465	1,117,043			

#4b. Valued by seller

Used 2 projected years equally

SAMPLE using projected 2 years		Projected 20X7	Projected 20X6				
Normalized net income		487,794	231,922				
Weight (used average of the 2 years)	2	1	1				
Calculation	719,716	487,794	231,922				
Weighted ave. normalized net inc	359,858	359,858	359,858				
Multiple of expected ann. return	5	6	7				
Value of company	1,799,289	2,159,147	2,519,005				

5. Job value

SAMPLE using projected 2 years		Projected 20X7	Projected 20X6				
Normalized net income		487,794	231,922				
Weight (used average of the 2 years)	2	1	1				
Calculation	719,716	487,794	231,922				
Weighted ave. normalized net inc	359,858	359,858	359,858	359,858			
Multiple of expected ann. return	5	6	7	20			
Value of company	1,799,289	2,159,147	2,519,005	7,197,158			
Expected annual ROI	20.0%	16.7%	14.3%	5.0%			

6. Divorce (occasionally referred to as “Fair Value”)

VALUING FOR A DIVORCE (FAIR VALUE)		Projected	Actual	Actual	Actual	Actual
Using most current year - projected		20X6	20X5	20X4	20X3	20X2
Normalized net income		231,922				
Multiple		5				
Value of company		1,159,609				
Value using different multiples						
Normalized net income per above		231,922	231,922	231,922	231,922	231,922
Multiple		3	4	5	6	7
Value of company		695,765	927,687	1,159,609	1,391,531	1,623,453
Using current and prior year		20X6	20X5			
Normalized net income		231,922	109,083			
Weight given to this year	3	2	1			
Calculation		463,844	109,083			
Total of weighted amounts	572,927					
Weighted average (weighted amts / 3)	190,976					
Multiple	5					
Value of company	954,878					
Usually no discounts are permitted for fractional share ownership, so it is Fair Value, not FMV.						

7. Strategic Value

Usually the asking price is the starting point

It is the seller's job to find out, figure out, detect or imagine the value to the buyer...

...and then push them toward that amount

In these circumstances the seller needs a credible starting point to get the buyer to the table

If there is a strategic value using that as a basis for starting can be done but only if there is a thorough understanding of the situation and careful preparation and presentation of the asking price

8. Buy-sell agreement

Each party has to be willing to buy or sell for that price

A lot depends on the type of business, dependence on the owners' efforts, management and relationships and the extent capital is a material factor in operating the business

A default value for a buy-sell **only upon death** could be a value based on five times the previous year's cash flow (attributed to the deceased partner's ownership share) with interest at the AFR rate. Note that the payments would not be deductible and would be treated as capital gains by the estate. An alternative is 3 times the cash flow to offset for the tax cost to buyer

9. Valuation for a loan application

An amount that is reasonable and can be credibly explained

Be aware that the estimated amounts must come from the client, i.e. loan applicant, and not the accountant

If an accountant estimates the value, they must follow professional standards. For example, AICPA members must follow SSVS#1. The accountant should have adequate documentation in their file supporting any valuation amount they include in a statement they assist in preparing

Sample wording to accompany the application (or compiled statement) is shown on the following slide

Auto dealership:

Samuel Adams owns 50% of the stock of BTO Company, Inc. which is engaged in the business of retail and wholesale sales, servicing and leasing of new and used vehicles; and has estimated the market value of the Company based on his knowledge of the industry and allocated it to his percentage ownership of the Company.

Commercial real estate:

Samuel Adams owns 25% of an LLC that owns and operates commercial rental real estate and has estimated the value of his interest based on an estimated market value per square foot (\$250.00) multiplied by the total rentable square footage (42,500) plus the liquid assets of the LLC (\$162,000) and less the mortgage (\$4,000,875) and allocated it to his percentage ownership of the LLC.

10. Valuation in a financial plan

Why is a value needed?

As an FYI, when a business is sold the seller can expect an annual income, after a brief spending spree, of $\pm 3\%$ of 60% of the selling price. Assuming a 5 multiple, a business with \$1,000,000 pretax net income will be sold for \$5,000,000. After reducing this by selling costs and taxes the net is \$3,000,000, and assuming no selling spree, 3% of \$3,000,000 is \$90,000. So \$1,000,000 annual income is exchanged for \$90,000.

Of course, there are many other reasons for selling and that could be a good subject for another time.

Summary of 10 methods

Summary of sample valuations			
			5 multiple
#1.	Fair market value for estate purposes		297,662
#2.	FMV for gift tax purposes		190,485
#3.	Buying as an investment		608,020
#4a.	Valued by seller		797,888
#4b.	Valued by seller		1,799,289
#5.	Job value, estimate		2,500,000
#6.	Divorce		954,878
#7.	Strategic value - more than seller's value		2,500,000
#8.	Buy-Sell agreement for death buy-out, estimate		1,000,000
#9.	Loan application, estimate		1,000,000
#10.	Value in a financial plan		1,000,000

Conclusion

Understand the numbers

Understand the business

Understand the valuation process

Understand the purpose and use of valuations

Understand the standard of value

Understand the strategic value to a buyer

Understand that any value is an art and not a mathematical fact

Do not hesitate to contact me

Contact me with any questions about this program, or with

Practice management issues you might have, or

Any services you believe Withum could help you or a client with. Use me as a window into Withum and I can match you with the right person to get what you need, done.

Thank you for attending!

A handwritten signature in blue ink, reading "E. M. Mallowitz". The signature is written in a cursive style with a large initial "E".

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