



Informal Business Valuation
and Business Planning Report

Connecting business value to your success

Presented to:

Sample Company

Based on financials from 2023 - 2025

Presented by:

Principal Financial Group

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Prepared on:

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Help protect your success.

You're proud of the business you've built and its success. You've worked hard, so you want to make sure that the business plans you have for the future can take place as you intend.

There are three key components to effective planning:

- 1 | **Knowing the value of your business.**
- 2 | **Protecting your business and your key employees.** Business succession and business protection plans allow you to prepare for the unexpected, as well as the future success of your business. And retention and retirement solutions can also help you and your valuable key employees.
- 3 | **Protecting your lifestyle.** Retirement, income protection, and legacy and estate planning solutions help you and your family maintain your lifestyle.

That may sound like a lot to think about. But, that's where Principal® comes in. We're here to help you implement proper business planning and to offer simple processes to help keep those plans current.

You've already taken the first step.

Because the value of your business is such an integral part of effective planning, that's a great place to start. You probably have a good idea of what your business is worth. But, if you're like a lot of other business owners, you may not have ever had your business valued. This report might help you get started towards protecting your business' future success.

Let us help you with the rest.

The rest of the content in this report is intended to help you with the protection aspect of the planning process – protecting your business, your key employees, and your lifestyle.

- **Protecting your business and key employees.**

An important part of this is planning for the future, which includes having a formal business succession plan in place. It's a good way to help ensure that your business will continue in your absence on your terms. This is something many business owners don't address. In fact, 39% of growing businesses don't have an exit or continuation plan in place.*1

Even though the top two transition events for businesses are death and disability of an owner, many buy-sell agreements we've reviewed fail to make these mandatory trigger events. Death is a mandatory buy-out event for 68% of agreements. But for disability, that percentage drops to only 32%.*2

- **Protecting your lifestyle.** Protecting the value of your business is a key for this. It's important to your company's overall success should something unexpected happen. But, you also may want to protect the business that's likely a source of income for you and your family, as well as planned retirement income for you. We know this type of planning is easy to avoid, so that's why we've identified some planning solutions to help you get started.

This comprehensive report is meant to be a guide for the long-term future of your business. It starts out with the informal valuation of your business, then highlights possible solutions you might want to consider, based on the needs of your business. And knowing you probably can't do everything at once, we'll help you prioritize your next steps.

We look forward to working with you to help ensure your business will meet the goals you've set and thrive under many contingencies.

*1 2024 Principal Financial Group® Business Owner Insights Survey, conducted by Dynata.

*2 Review of 2,657 buy-sell reviews by Principal Financial Group (1/01/2014 to 5/31/2024).

Know the value of your business.

Determining the value of your business is the starting point and an integral part of the planning process. There are many different methods to value a business, but there's no one method that's always appropriate. At the end of the day, the "fair market value" of a business is the amount agreed upon by a willing buyer and a willing seller. Neither party is under any compulsion to buy or sell, and both must have reasonable knowledge of all the relevant facts. This is a common definition used for valuing a business, but we'll try to add a little more clarity to it below.

Valuation approaches and methods

Business valuation methods are generally categorized under three approaches: asset approach, income approach, and market approach. Since no single method is most appropriate for valuing every business, it's common to reference a business valuation method under any one or all three approaches.

Asset approach

This is typically used with businesses that have substantial tangible assets, usually in the form of inventory and equipment. It's most appropriate for businesses with a substantial amount of fixed assets.

Adjusted book value. This generally represents the "liquidation" value—assets, with adjustments, less liabilities.

Income approach

This type of approach uses prior earnings to estimate company value based on income potential. It's most appropriate for businesses with consistently favorable earnings. Specific methods include the following:

Capitalization of earnings method. Applicable for consulting-type businesses and/or those with few or no tangible assets.

Excess of earnings method. Generally for manufacturing-based firms with significant assets.

Discounted cash flow method. Uses projected values. Projected future earnings are forecast, then discounted using an appropriate rate representative of the "next best investment opportunity" with a comparable level of risk. Used mainly for mergers and acquisitions.

Multiple of discretionary earnings method. Applicable for more service-oriented firms, such as legal, accounting, healthcare systems, dental, engineering, etc. Goodwill of the owner(s) has a significant impact on value.

Market approach

This is based on the prices of similar or comparable businesses that have recently sold. This data is more challenging to find for the sale of small businesses and professional practices, rather than for large businesses. **A valuation using this method is not provided in this report.**

Considerations for valuing a business per IRS Revenue Ruling 59-60

- Nature and history of business
- Outlook of the economy and the specific industry
- Financial condition of the business and its book value
- Earnings capacity of the company
- Nature and value of any intangible assets of the business, such as goodwill
- Relative size and block of the business interest to be valued and any prior sales
- Market price of actively traded stock of corporations in the same or similar business

Your company profile

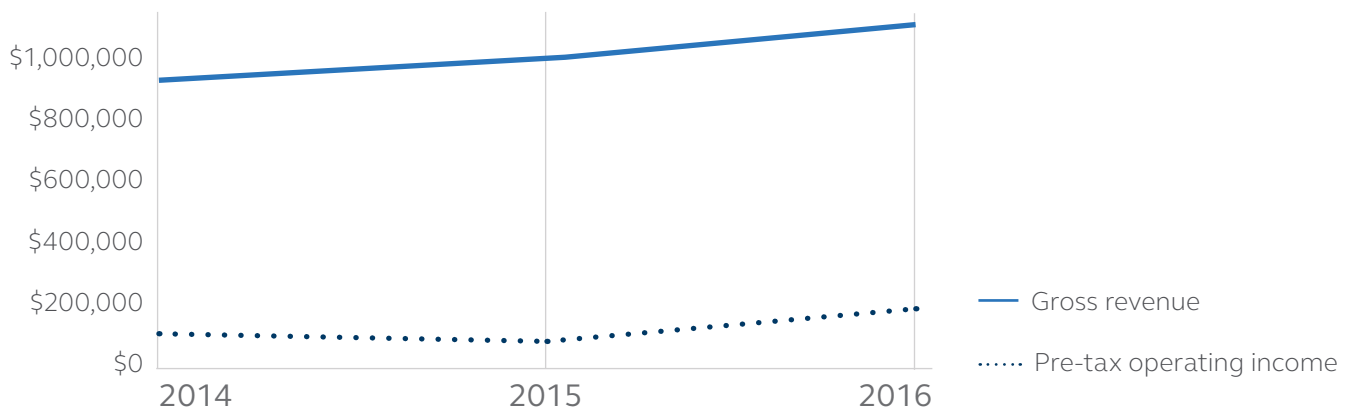
Entity type:	S corporation
Industry:	Consulting services
State:	IA
Years in business:	12
Number of business owners:	2
Number of employees:	0-9
Family business:	No
Number of children active in business:	3
Number of children not active in business:	2

Financial statement summary

This summary of your provided financial information was used to calculate the business valuations that follow.

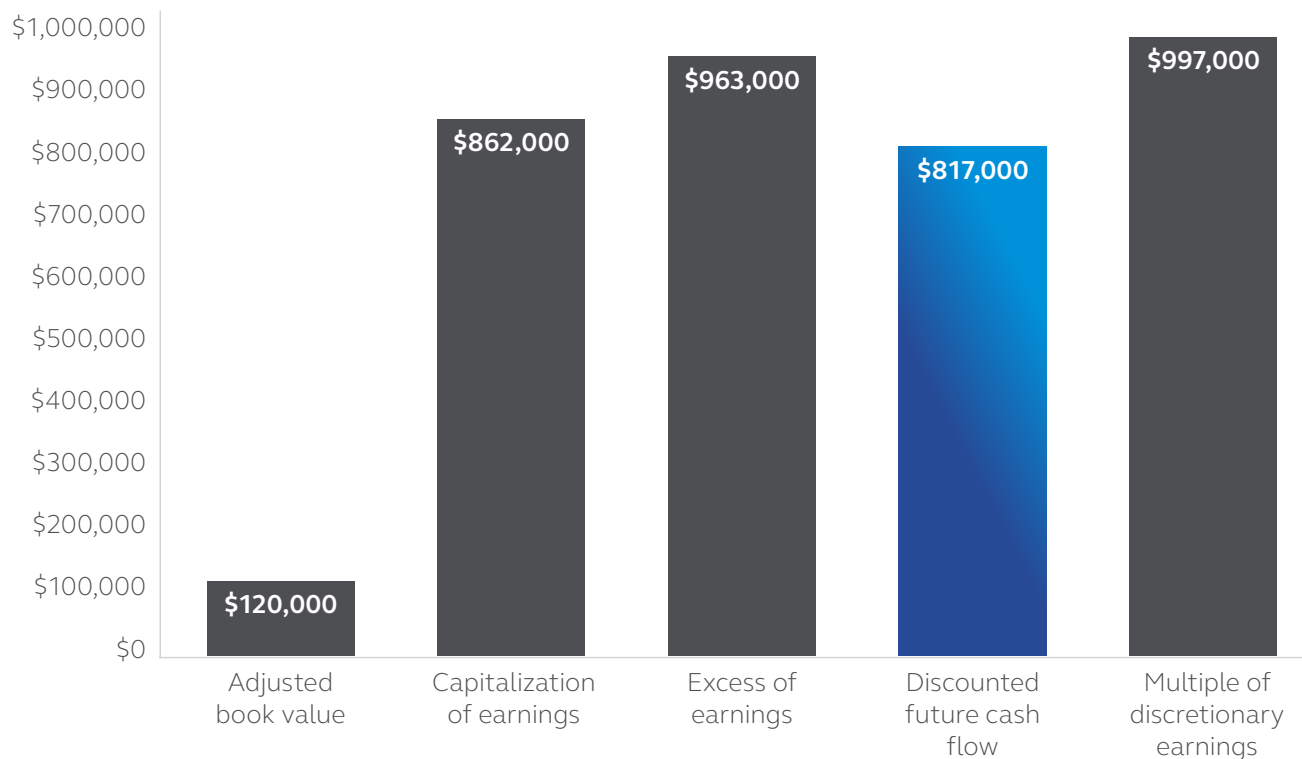
Financial statement detail	2014	2015	2016	2017	2018
Revenues	\$940,000	\$1,002,000	\$1,000,000	\$2,000,000	\$3,000,000
Depreciation	\$11,000	\$11,000	\$11,000	\$11,000	\$11,000
Owner compensation*	\$196,000	\$204,000	\$181,000	\$250,000	\$303,000
Pre-tax operating income	\$99,000	\$65,000	\$140,000	\$200,000	\$340,000

* Form W-2 or guaranteed payments



Your informal business valuation

We've provided values using five generally accepted methods of valuation. Your company profile suggests the highlighted value below may be most appropriate for your business.



<p>Adjusted book value method</p> <p>Assets, with adjustments, less liabilities – generally represents the “liquidation” value</p>	\$120,000
<p>Capitalization of earnings method</p> <p>Amount of capital that would have to be invested at a specified rate to yield the current average net annual earnings of the business</p>	\$862,000
<p>Excess of earnings method</p> <p>A combination of the adjusted book value and capitalization of earnings methods</p>	\$963,000
<p>Discounted future cash flow method</p> <p>Projected future business earnings forecast, then discounted using an appropriate rate</p>	\$817,000
<p>Multiple of discretionary earnings method</p> <p>Earnings provided by goodwill, times a multiplier; adjusted book value is added to this number</p>	\$997,000

Calculations

Assumptions

Average operating income:	\$108,000
Excess owner compensation*1:	\$116,000
Capitalization rate:	26.0%
Rate of return on assets:	4.0%
Earnings multiplier:	4
Number of years to forecast:	4
Discount rate:	15.0%
Growth rate:	8.0%

Excess of earnings method

Average operating income	\$108,000
Plus excess owner compensation	+ \$116,000
Less adjusted book value multiplied by rate of return on assets	- \$4,800
Total	\$219,200
Divided by capitalization rate	÷ 26.0%
Excess of earnings on assets	\$843,076
Plus adjusted book value	+ 120,000
Excess of earnings	\$963,076

Adjusted book value method

Book value	\$120,000
Plus adjustments	+ \$0
Adjusted book value	\$120,000

Capitalization of earnings method

Average operating income	\$108,000
Plus excess owner compensation	+ \$116,000
Total	\$224,000
Divided by capitalization rate	÷ 26.0%
Capitalization of earnings	\$861,538

Multiple of discretionary earnings method

Average operating income	\$108,000
Plus excess owner compensation	+ \$116,000
Less adjusted book value multiplied by rate of return on assets	- \$4,800
Total	\$219,200
Multiplied by earnings multiplier	x 4
Total goodwill	\$876,800
Plus adjusted book value	+ 120,000
Multiple of discretionary earnings	\$996,800

Discounted future cash-flow method

Average operating income	\$108,000
Plus excess owner compensation	+ \$116,000
Total	\$224,000
Growth rate	8.0%
Number of years to forecast	4
Discount rate	15.0%
Discounted future cash flow	\$817,000

*1 Excess owner compensation is defined as salary over and above what the owner would pay a key employee to perform similar services that the owner is now performing, without incurring the additional risk of business ownership.

Comprehensive owner protection

Protecting you and your business from planned and unplanned events is a key to helping ensure the longevity of your business. An important part of that planning includes implementing an appropriate succession plan, key person protection for you, and ensuring you have debt-protection measures in place. It's also important to help protect your lifestyle by putting income replacement and retirement income tools to work for you.

Succession planning

Implementing a formal succession plan is the best way to help ensure that your business will continue in your absence and on your terms. Life and disability buy-out insurance could be considered to fund your buy-sell agreement.

Key person protection for owners

Would your business be as successful as it is if you (or another owner) were to pass away or become disabled? A business protection plan can help you prepare for the unexpected by helping to protect the integrity, cash flow, and ongoing success of your business. Key person life and disability insurance can help protect against life's uncertainties.*

Debt coverage protection

Ensuring that you have appropriate life and disability insurance in place can help protect you and your business from becoming delinquent on any outstanding debt or loans payable.*

* See the Appendix for more information on these potential coverage options.

Plan for a successful transition.

It's easy to think that you'll have plenty of time to prepare for a transition in business ownership. But time can go by faster than you think. There are many events—both planned and unplanned—that could change the business, like retirement, dissolution, death, disability, divorce, and termination. And these events happen more frequently than you might think.

So, don't let an unplanned event (or even a planned one) sideline the business you've worked so hard to build. Now is the time to protect its future and those that depend on it. There are many succession strategies to consider, but start with your goals, which can generally be boiled down to three questions:

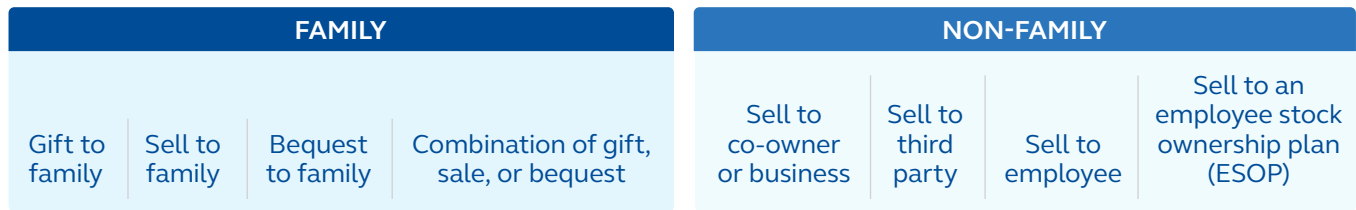
Who. To whom will you transfer the business?

Timing. When do you plan to transition out of your business?

Funding. What will it take to generate the income you need for estate liquidity, succession strategies, and replacement income after your working years?

So, let's start with the first question. Then we can help you explore specific solutions, timing, and funding from there.

To whom will you transfer
or sell your business?



Help protect your business with a buy-sell agreement.

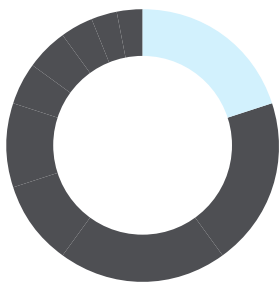
A properly funded and current buy-sell agreement helps business owners make sure they have the right amount of money, in the right place, at the right time.

A well-designed buy-sell agreement can help you do the following:

- Provide departing owners a market and price for an asset that might otherwise be hard to sell.
- Prevent an unqualified or undesirable individual from acquiring an interest in the business.
- Minimize business disruptions at various triggering events.
- Provide assurances to employees, customers, suppliers, and creditors that the business is prepared to remain favorable through owner transitions.
- Provide both the financing and the mechanism to ensure that control of the business will remain with the current owners (when funded with insurance).

Important features of a buy-sell agreement

- Firm buy-sell commitments
- A comprehensive list of clearly defined triggering events
- Funding that’s consistent with plan design
- A clearly designated or defined purchase price
- Clear, realistic payment terms
- Language addressing purchase options for life and/or disability income insurance policies



Business ownership

Owner	Ownership %	Value today	Estimated future value* ¹
Test Owner One	80%	\$658,000	\$1,137,023
Test Owner Two	20%	\$XX,XXX	\$XXX,XXX

*¹ Estimated future value is based on a 20.0% growth rate and 3 year(s) in the future.

Special considerations for family-owned businesses

Transitioning a family-owned business such as yours can be tough. The most challenging part is often balancing the competing needs of your family members:

- Providing sufficient retirement income for exiting owner
- Leaving a healthy business to support itself and your successor
- Assuring other family members of an equitable inheritance

So, how do you successfully plan for a transition from generation to generation? Start with a plan that includes a well-drafted buy-sell agreement that covers all the triggering events. Then, make sure that it's adequately funded for your goals and your business.

Inheritance equalization

For many owners, it's important to treat children equally when leaving an inheritance. But, if a large portion of your estate is your business, you may feel like you're trying to divide the indivisible. While the inheritance you leave each child might not be identical and equal, it can still be fair and equitable.

We can help you evaluate your specific situation and determine what a fair distribution looks like to your family.

Hypothetical inheritance equalization analysis

Current plan

Type	Child 1	Child 2	Child 3	Child 4
Business assets	50%	0%	0%	50%
Other assets	0%	50%	50%	0%

Proposed plan

Type	Child 1	Child 2	Child 3	Child 4
Business assets	50%	0%	0%	50%
Other assets	0%	50%	50%	0%
New insurance	0%	50%	50%	0%

Current plan



Proposed plan



Federal estate tax considerations

No one has a crystal ball to know what the future holds. But it all starts with getting a better idea of what your estate value could be in the future. Even in instances where you may not currently be subject to federal estate tax, a state estate tax may be imposed. Thoughtful planning at both the state and federal level creates a solid foundation for your broader estate planning goals. Many business owners who do not currently face an estate tax liability may be subject to it in later years.

What are the potential impacts?

The One Big Beautiful Bill (“OB BB” or “Act”) provided for a federal estate tax exemption of \$15 million (per person) and \$30 million (per married couple), starting in 2026. The exemption is made permanent and is indexed for inflation.

While the exemption is described as permanent, estate planning is often a multi-decade planning need. Like any tax law, the estate tax exemption amount could be changed by a future Congress.

Federal estate tax exemptions history

The evolving nature of estate tax law is demonstrated by reviewing its history. The federal estate tax exemption has increased significantly over the past two decades. It was \$1.5 million per person (\$3 million per married couple) in 2005 and will be \$15 million per person (\$30 million per married couple) in 2026. Also, continuing a feature that began in 2011, the exemption is set to increase for inflation after 2026. However, the top Federal Estate Tax rate has remained unchanged since 2013. See the following table:

Year	Federal Estate Tax Exemption (single)	Federal Estate Tax Exemption (married)	Top Rate
2005	\$1,500,000	\$3,000,000	47.0%
2006	\$2,000,000	\$4,000,000	46.0%
2011	\$5,000,000	\$10,000,000	35.0%
2013	\$5,250,000	\$10,500,000	40.0%
2016	\$5,450,000	\$10,900,000	40.0%
2021	\$11,700,000	\$23,400,000	40.0%
2025	\$13,990,000	\$27,980,000	40.0%
2026	\$15,000,000	\$30,000,000	40.0%

Business valuation and estate planning

Because the federal estate tax is imposed on each generation, one of your goals might be to use a buy-sell agreement to establish a value that will be respected for federal estate tax purposes. This is known as “locking in” the value of the business.

Valuing requirements

It might be possible to lock in the value of the business if the buy-sell agreement meets these requirements:

- The price must be fixed or determinable pursuant to a formula under the agreement.
- The estate must be obligated to sell at death at the agreement price.
- The agreement must prohibit the owner from disposing of their interest during life without first offering it to the other party or parties at no more than the agreement price.
- It's a bona fide business agreement.
- It's not a device to transfer such property to members of the decedent's family for less than full and adequate consideration in money or money's worth.
- Its terms are comparable to similar arrangements entered into by persons in an arm's length transaction.*1

Possible impact of life insurance proceeds on estate tax value of the business. The U.S. Supreme Court in *Connelly v. US* (2024) held that if the buy-sell agreement does not successfully lock-in a value for estate tax purposes, life insurance paid to a company generally increases the value of the company for estate tax purposes, with no offset for the redemption obligation. If any owner anticipates being subject to the Federal estate tax, the owners might wish to reconsider the buy-sell design. Alternatively, additional life insurance (likely owned in an irrevocable trust) may be needed to provide liquidity to pay any estate tax that may be due.

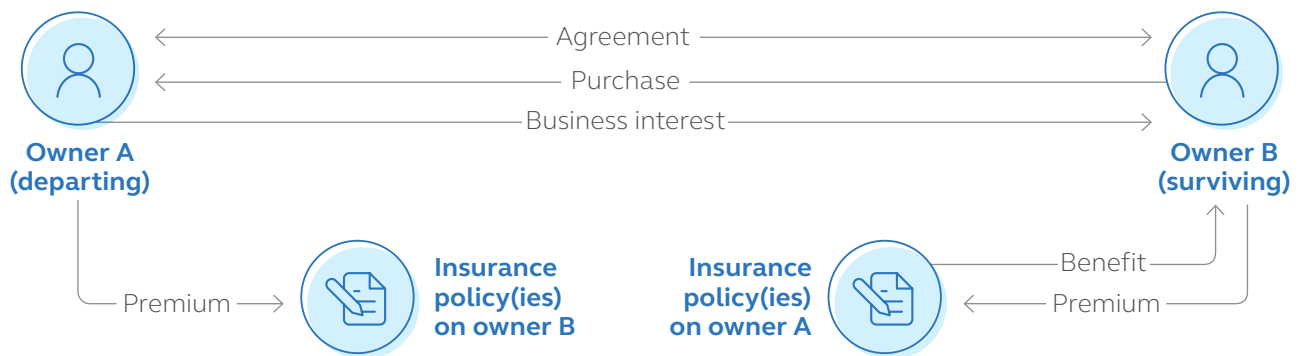
*1 The arm's length principle is the condition or fact that the parties to a transaction are independent and on an equal footing. Such a transaction is known as an arm's-length transaction.

Cross purchase buy-sell agreement

A cross purchase buy-sell agreement can help protect the future of your business. It arranges for the remaining owners (rather than the business) to purchase a departing owner's interest. The purchase can be triggered by death, disability, divorce, retirement, or other events.

Here's how it works.

Once the agreement is in place, each owner purchases a life and/or disability buyout insurance policy on each of the other owners. Each owner is the premium payer and beneficiary of the policies he or she owns. Upon the triggering event, the remaining owners purchase the departing owner's business interest using policy cash values or benefits from the policy.



What you need to know.

There are advantages to this sort of an agreement, just as there are some other things to consider.

Death benefit received does not increase the value of the business or estate. Life insurance proceeds are paid to the surviving owner, so there's no impact to the value of the business or the value of the deceased owner's estate.

Taxes could be minimized upon a subsequent sale. Insurance proceeds are generally received income tax-free. Remaining owners receive an increased cost basis as a result of the purchase price paid to the departing owner.

Business may pay premiums. Dollars used to pay premiums are taxable as a bonus to the policy owner and generally deductible to the business.

Multiple policies may be necessary on each owner. If there are more than two business owners, multiple policies on each are required. Each business owner is the owner, premium payer, and beneficiary of policies on each of the other owners. So, if there are multiple business owners, this may become cumbersome.

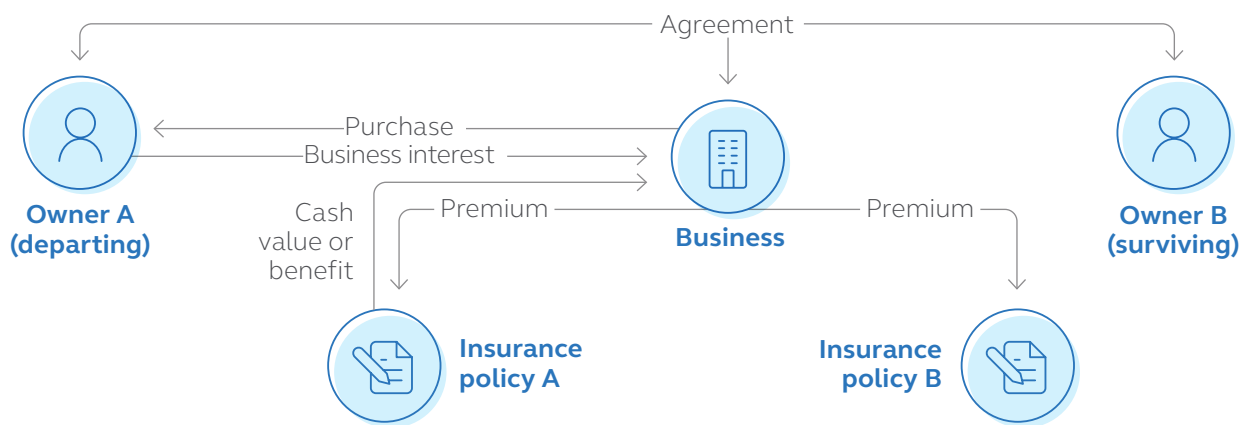
Tax implications can vary by triggering event. Family members generally receive an adjusted basis following an owner's death. For disability or other lifetime triggering events, the selling owner may recognize capital gain.

Entity purchase buy-sell agreement

An entity purchase buy-sell agreement can help protect the future of your business. It arranges for the business (rather than the other owners) to purchase a departing owner's interest. The purchase can be triggered by death, disability, divorce, retirement, or other events.

Here's how it works.

Once the agreement is in place, the business purchases a life and/or a disability buyout insurance policy on each owner. The business is the owner, premium payer, and beneficiary of those policies. Upon the triggering event, the business purchases the departing owner's business interest using policy cash values or benefits from the policy.



What you need to know.

There are advantages to this sort of an agreement, just as there are some other things to consider.

Fewer policies are needed. The business owns and pays premium on one policy per owner.

Remaining owners may pay higher taxes later. Since the remaining owners don't purchase the departing owner's shares directly, they might not receive a full increase in basis, depending on the structure of the business.

Family-owned businesses may require additional planning. If departing owner's family members remain owners, special planning may be necessary.

Income tax implications vary by triggering event. Family members generally receive an adjusted basis following an owner's death. For disability or other lifetime triggering events, the selling owner may recognize capital gain.

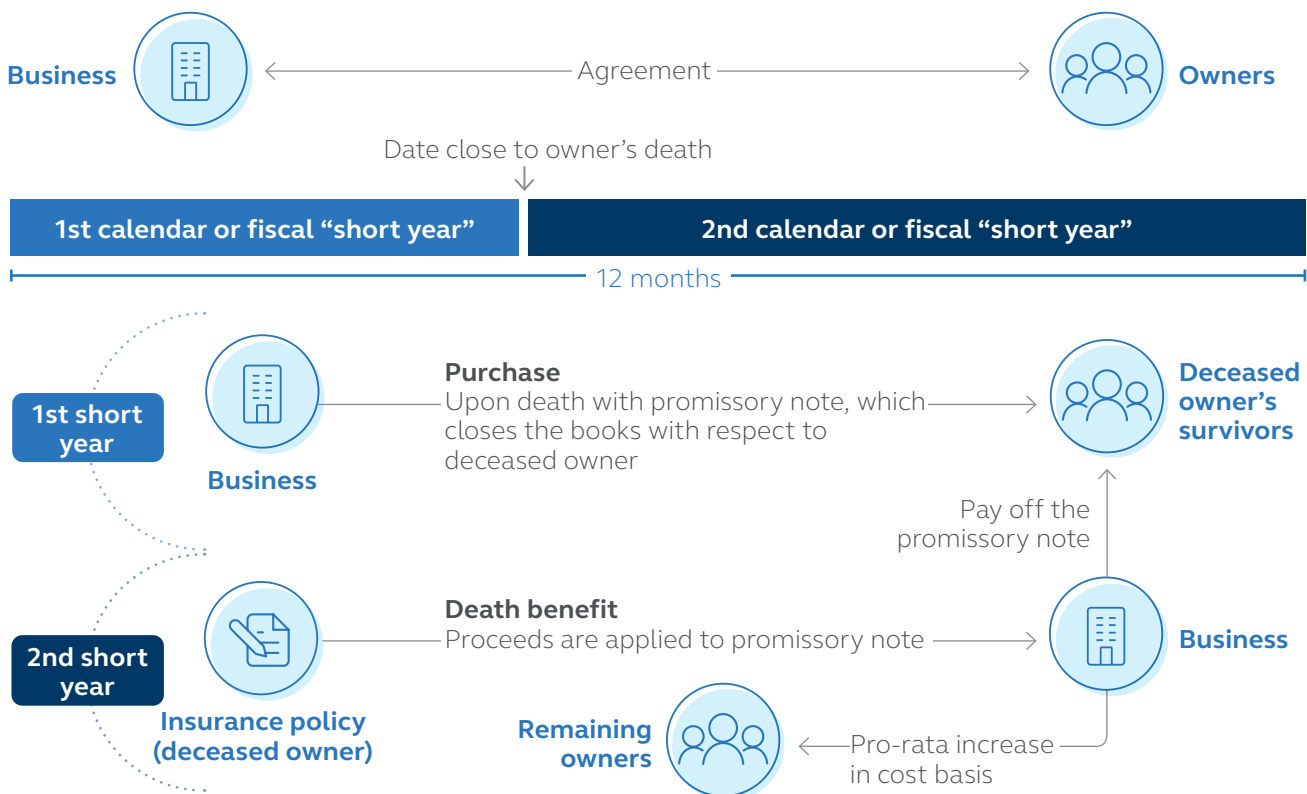
Possible impact on value of business. The U.S. Supreme Court in *Connelly v. US* (2024) held that if the buy-sell agreement does not successfully lock in a value for estate tax purposes, life insurance paid to the company generally increases the value of the company for estate tax purposes, with no offset for the redemption obligation. If any owner anticipates being subject to the federal estate tax, the owners might wish to reconsider the buy-sell design. Alternatively, additional life insurance (likely owned by an irrevocable trust) may be needed to provide liquidity to pay any estate tax that may be due.

Short-year election

A short-year election is a special provision in the Internal Revenue Code (IRC) that may help protect the future of select S corporations. For those companies that use the cash-basis accounting method for tax purposes, this can be a good fit. It takes an entity purchase buy-sell agreement and amends it to require an IRC Section 1377(a)(2) short-year election upon the death of a business owner.

Here's how it works.

Once an entity purchase buy-sell agreement is in place, the business purchases a life insurance policy on each owner. Upon the death of one owner, the remaining owners elect to split the current year into two short years. The first short year generally ends on a date closely following the owner's death, when the stock is redeemed from the estate. The second short year opens the next day and ends at regular year end.



What you need to know.

There are advantages to this sort of an agreement, just as there are some other things to consider.

Fewer policies are needed. The business owns and pays premium on one policy per owner.

Business faces tax implications prior to death. Premiums aren't deductible and reduce cost basis in the business, pro rata (to the extent a cash value increase doesn't offset cost basis reduction from the premium payment).

Business receives a tax-free death benefit. Business receives death proceeds from the life insurance policy

on the deceased owner (assuming compliance with IRC Section 101(j)).

Remaining owners receive tax benefits upon a subsequent sale. They receive an increase in cost basis in the business, pro rata.

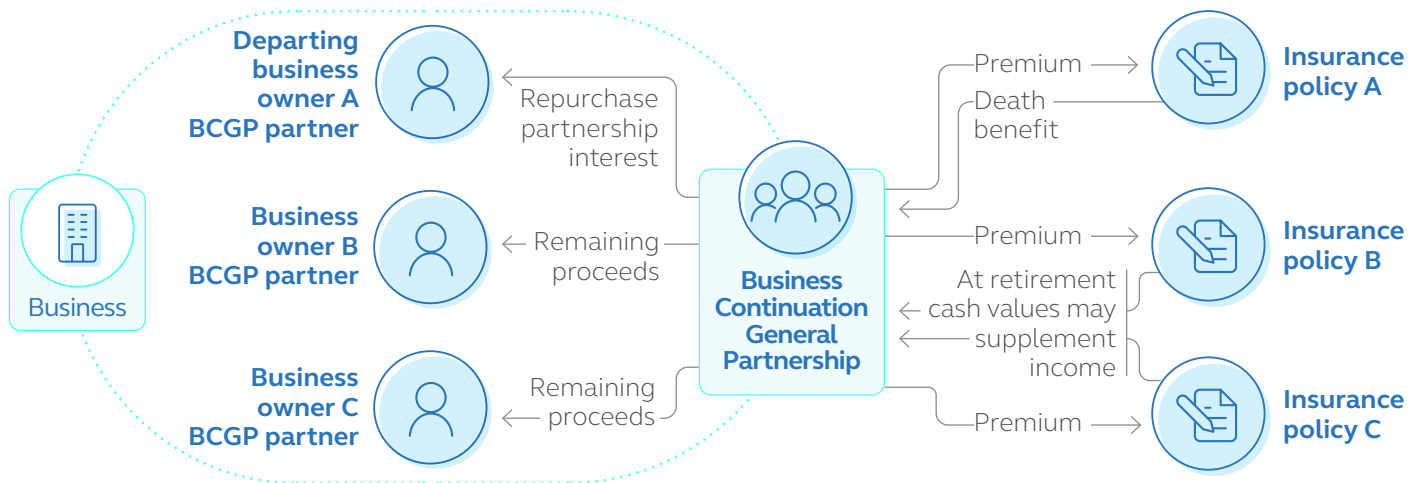
Deceased owner's survivors benefit. Unnecessary cost basis increase for the deceased owner is avoided and no capital gains tax will be due, since the survivors will generally receive a stepped-up basis.

Business continuation general partnership arrangement

A business continuation general partnership/LLC (BCGP) can help protect the future of your business. This type of arrangement is typically used by businesses with two or more owners. It combines the advantages of other buy-sell techniques, while permitting owners to accumulate cash on a tax-deferred basis. This can be used for unexpected business liquidity needs or owner retirement income.

Here’s how it works.

With a BCGP, owners form a partnership (or LLC taxed as a partnership), and own the same percentage interest in the BCGP as they do in the business. The BCGP then purchases life insurance policies on each of the owners. It’s the owner, premium payer, and beneficiary of those policies. Upon any triggering event, policy cash values or benefits from the policy can be used to help remaining owners purchase the departing owner’s business interest.



What you need to know.

There are advantages to this sort of an agreement, just as there are some other things to consider.

Taxes could be minimized upon a subsequent sale – Insurance proceeds are generally received income tax-free. Remaining owners receive an increased cost basis as a result of the purchase price paid to the departing owner.

Fewer policies are needed – The BCGP owns and pays premium (comprised of owner contributions) on just one policy per owner, regardless of the number of owners.

Premium costs can be flexible – The buy-sell agreement provides flexibility in allocating premium cost among owners.

Transfer for value issues are avoided – The transfer for value statute provides an exception for partners and partnerships of the insured. This means that a shift of policy ownership between the owners following a death meets this exception.

Owners may incur costs associated with the BCGP – There may be professional fees and expenses for creation and ongoing operation of the partnership.

Possible impact on value of BCGP – The U.S. Supreme Court in *Connelly v. US* (2024) held

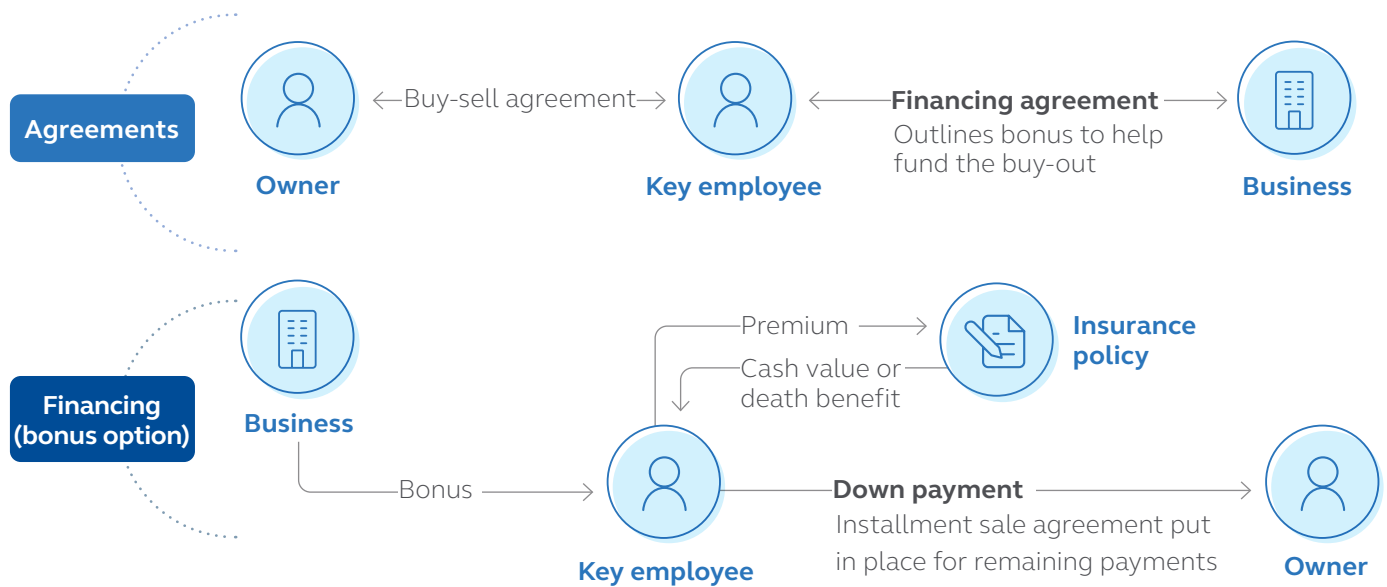
that if the buy-sell agreement does not successfully lock in a value for estate tax purposes, life insurance paid to a company generally increases the value of the company for estate tax purposes, with no offset for the redemption obligation. It’s important to consider whether the value of the BGP could also be similarly impacted. Many attorneys feel that special allocation language in the operating agreement of the BCGP might alleviate this concern, but it’s important to discuss it with your legal counsel.

Principal Select Buy-OutSM Plan

A Principal Select Buy-Out Plan can help protect the future of your business. This type of arrangement identifies a successor, often a key employee, and offers control and flexibility in the timing and financing of the buy-out. The purchase can be triggered by your death, disability, retirement, or other departure.

Here's how it works.

Once the agreement is in place, a life insurance policy is purchased to finance the future buy-out. This can be owned and financed in one of two ways: by the business or by the key employee. Either way, the policy can accumulate liquidity that can be used by the key employee to meet down payment requirements upon a triggering event.



What you need to know (bonus plan option).

There are advantages and considerations for this flexible sort of agreement, no matter which financing option you choose.

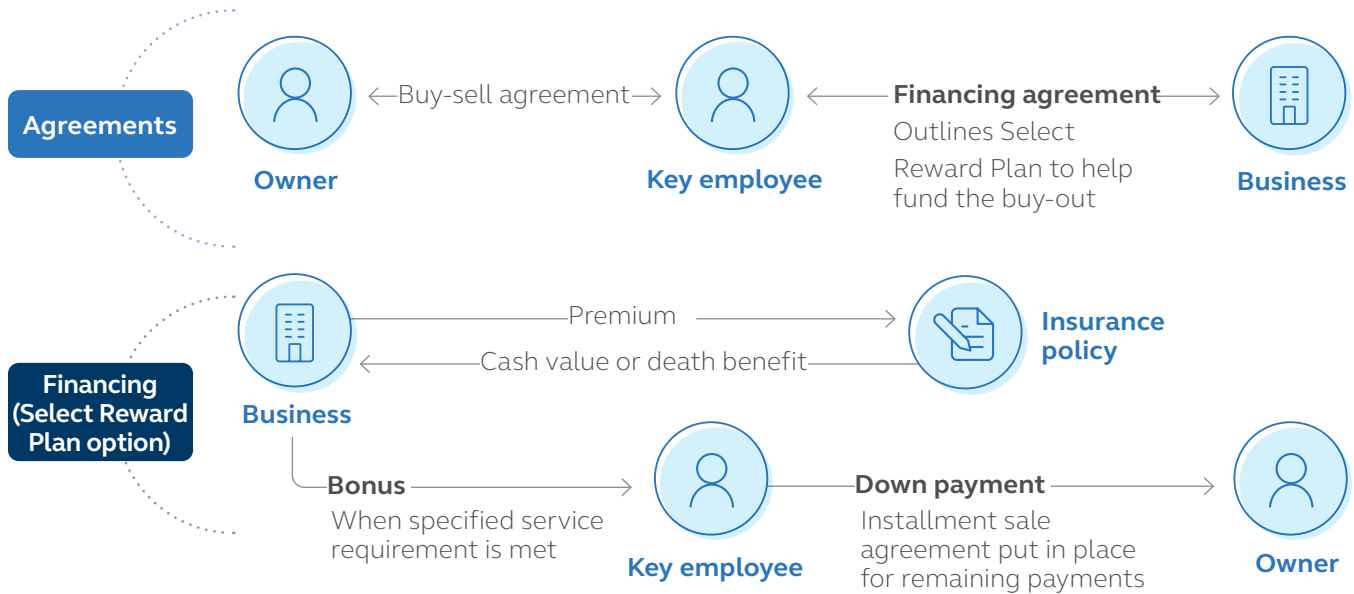
Business receives a current tax deduction. Business bonuses the premium to the key employee as compensation. This bonus is tax deductible.

Key employee owns the insurance policy. Personal beneficiaries may receive tax-free benefits upon the key employee's death.

Key employee pays taxes. Taxes must be paid on bonuses from the business.

Key employee makes down payment. Employee begins the buyout using funds from the insurance policy.

Key employee can reduce risk. Key employee may consider purchasing term life insurance on the current owner. This could provide tax-free proceeds should the owner die prior to completion of the sale.



What you need to know (Select Reward Plan option).

There are advantages and considerations for this flexible sort of agreement, no matter which financing option you choose.

Business owns the insurance policy. Business pays the premium with after-tax dollars. Should the key employee die, the business receives the income tax-free death benefit, which can be used to help recover costs.

Encourages loyalty. Provides an incentive for the key employee to remain loyal to the organization for a predetermined service period.

Business receives a tax deduction. In the year the bonus is paid or the life policy is transferred to the key employee, a tax deduction is received for the entire bonus.

Key employee pays taxes. Upon meeting the service requirement, taxes must be paid on the bonus from the business.

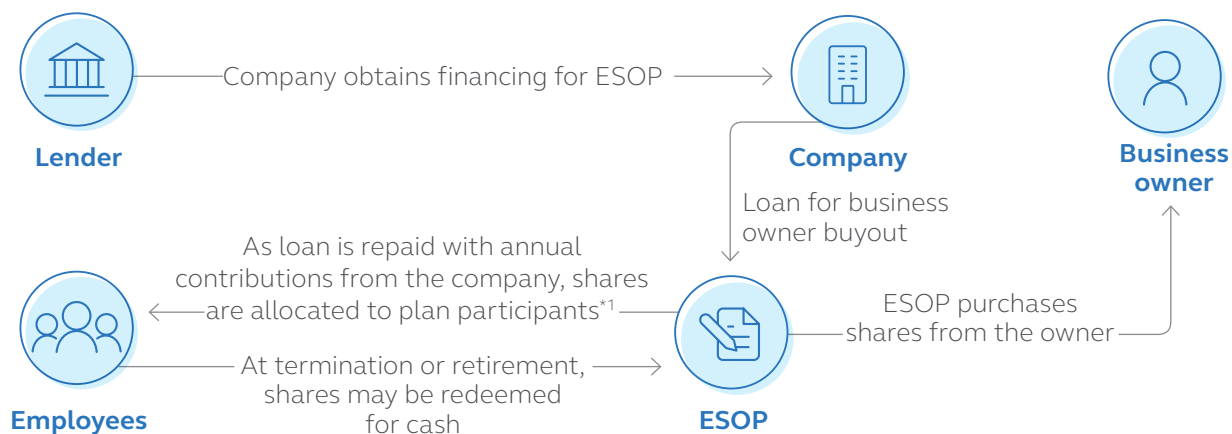
Key employee can reduce risk. Key employee may consider purchasing term life insurance on the current owner. This could provide tax-free proceeds should the owner die prior to completion of the sale.

Employee stock ownership plan (ESOP)

After working hard to build a successful business, you want to see it live on. Who knows your business better than you and your employees? This may be why businesses choose an ESOP as a business succession strategy. It's a type of qualified retirement plan that's also a buyer of the business. Invested primarily in employer stock, an ESOP provides benefits to you, your employees, and the business. It offers a flexible, tax-favorable way to exit the business, provide retirement benefits, and retain and motivate employees.

Here's how it works.

First, the business forms an ESOP trust and establishes the retirement plan. From there, it can work like this:



What you need to know.

There are advantages to this plan, just as there are some other things to consider.

Provides you with a market for your company shares. The plan can borrow to buy employer stock.

Offers a tax benefit for the company and owners. Owners of C corporations can defer capital gains on the sale.^{*2} Loan principal amounts are tax deductible for both C and S corporations. And the tax liability on earnings may be reduced for S corporations.

Works best for stable companies with good cash flow. For financial reasons, the company should have at least 30 employees and a business value of at least \$3 million to justify the plan.

Unplanned events could derail its effectiveness. Long-term planning strategies, such as repurchase obligation funding, can help minimize some of the risk. The company incurs a repurchase liability when vested participants are entitled to receive distributions from the ESOP.

^{*1} Although participating employees are allocated shares in the ESOP, qualified plan rules may limit the amounts that can be allocated.

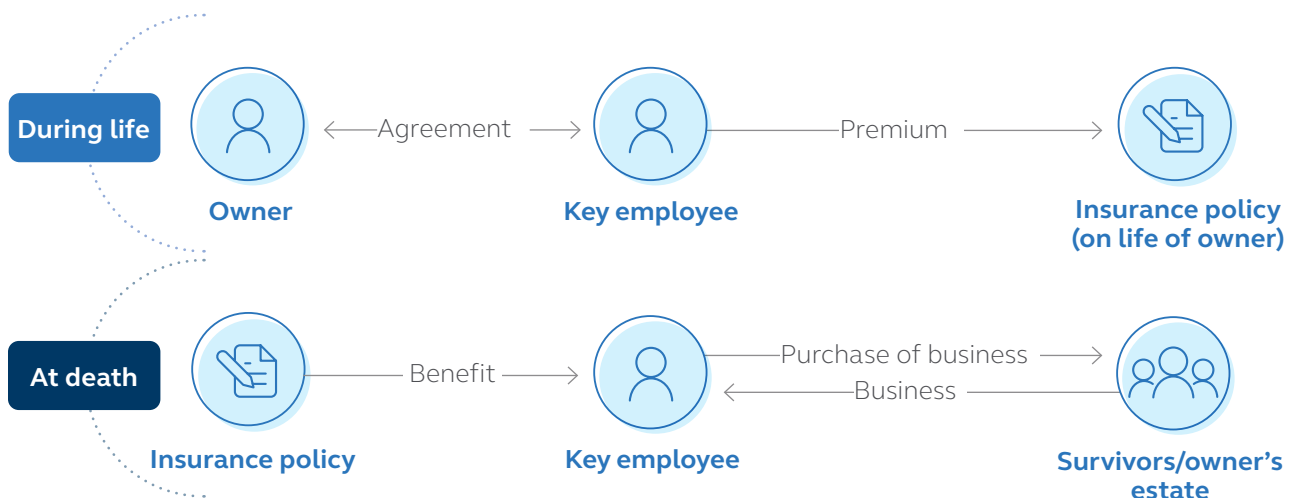
^{*2} If the proceeds are reinvested in qualified replacement property (IRC 1042).

One way buy-sell agreement

A one way buy-sell agreement can help protect the future of your business. It arranges for a potential buyer, ideally a key employee, to purchase your business interest. The purchase can be triggered by your death, disability, retirement, or other departure.

Here's how it works.

Once the agreement is in place, the key employee (buyer) purchases a life and/or disability insurance policy on you. That key employee is then the owner, premium payer, and beneficiary of the policy, and uses the proceeds to purchase the business from you or your estate after the triggering event. Proceeds from the sale can then be used by you or your estate to help pay off any outstanding liabilities.



What you need to know.

There are advantages to this sort of an agreement, just as there are some other things to consider.

You're properly compensated. Selecting a buyer, implementing the agreement, and properly funding it helps assure you're compensated for the value of the business you created.

Business may pay premiums. Dollars used to pay premiums are taxable as a bonus to the policy owner and are generally deductible by the business.

Business can avoid disruption. Having a plan in place can help retain faithful, long-term employees.

Key employee can be protected. A "right of first refusal" provision in the agreement provides some security to the key employee that the business won't be sold to a third party with no recourse.

Key employee can be required to maintain the policy. This may mean paying the premiums and notifying you before any policy rights are exercised.

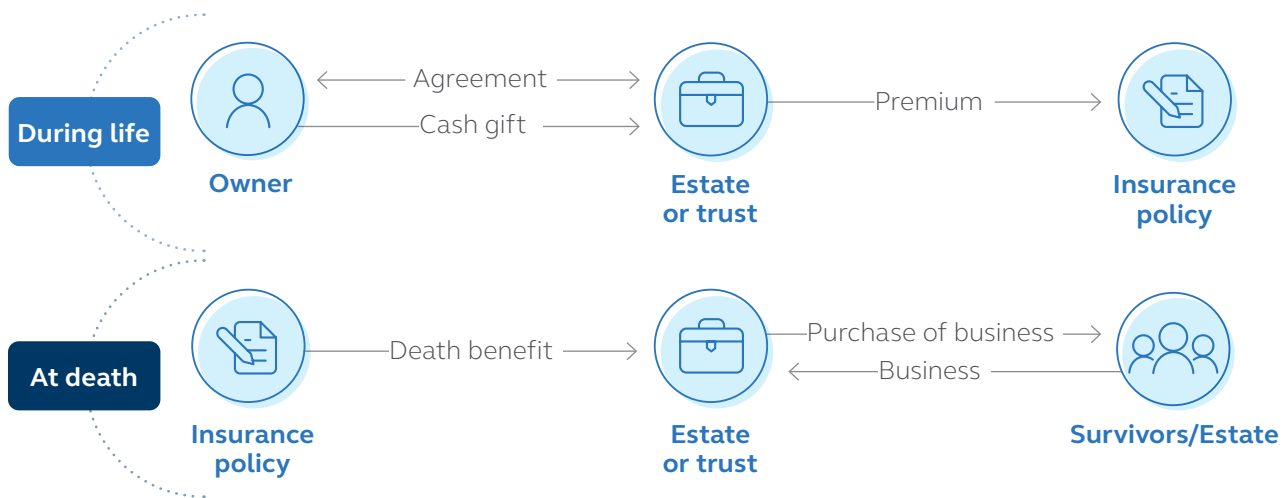
Disability buy-out insurance is available. Principal offers customized coverage for this purpose.

No sell buy-sell agreement

A no sell buy-sell agreement can help protect the future of your business. It can be a good solution when your major asset is your business and you have no identified buyer. Rather than agreeing to sell to a particular person or entity, you use life insurance to help protect the value of your business.

Here’s how it works.

You purchase a life insurance policy on your life for the value of the business or the amount you wish to protect. You or your trust is the owner of the policy, and the beneficiary of the policy is your trust. Upon your death, the insurance proceeds are payable to your trust. The life insurance proceeds can be used to purchase your business from your estate, loan dollars to keep the company running until it’s eventually sold, and/or protect the value of the business for your family if it’s eventually sold at a discount. The trust retains all growth potential until a future sale.



What you need to know.

There are advantages to this sort of agreement, just as there are some other things to consider.

Family members benefit. They get cash from the insurance and are assured the amount is generally equal to the value of the business. It also prevents a forced sale at a potentially heavily discounted value.

The business isn’t sold until the time is right. The trust holds onto the business interest until it’s advantageous to sell—perhaps when the business goes public, when it’s at the top of its business cycle, or when it matures and its stock peaks in value.

Taxes may be reduced. If estate tax is a concern, the trust can be irrevocable. Proper planning can mean proceeds from life insurance in an irrevocable trust are income and estate tax-free. And they may be available to your family to pay estate taxes on the business interest, leaving the business intact.

Professional service businesses aren’t a good fit. Values after death may be diminished, and trust ownership might not be permitted.

Insurance may provide retirement income. If the policy is personally owned, a cash value life insurance policy could provide a source of supplemental retirement income.

How to fund a buy-sell agreement

Buy-sell agreements involve the selling and buying of the departing owner’s business interests according to the terms of the formal agreement. This means money will be needed to complete the transaction when it occurs. So, it’s best to have a plan for securing that money. There are basically five options for this.

Funding methods

Cash. Requires sufficient cash flow to pay the full price in a lump sum.

Loan. Involves unknown factors, such as future credit availability and cost of borrowing. Borrowed funds must be repaid (with interest) from earnings. A down payment is generally required.

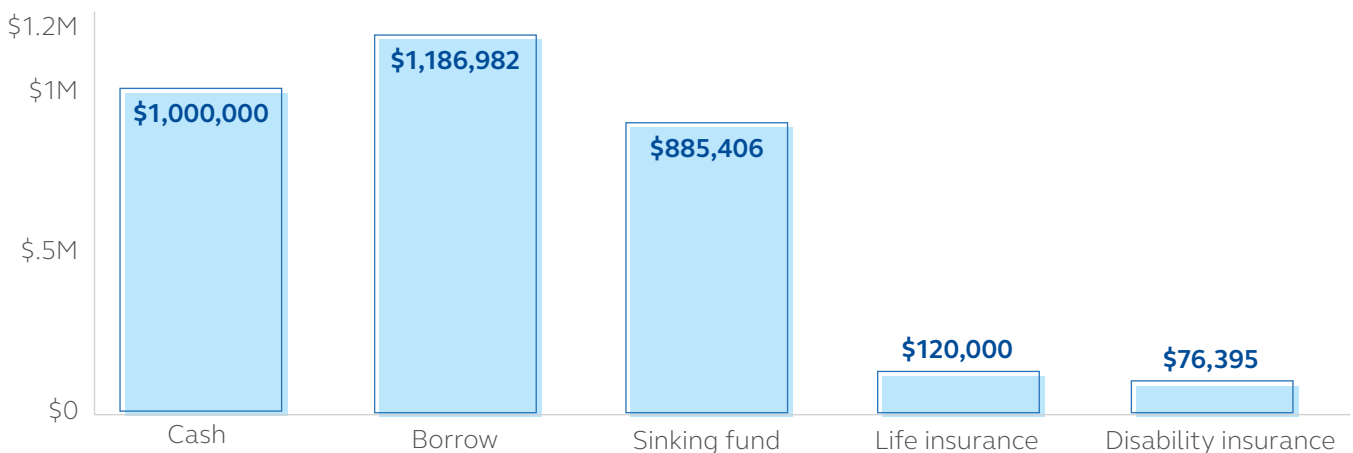
Savings. Doesn’t assure that sufficient funds will be available when needed because of unpredictable departure timing.

Installment sale. Requires repayment from earnings and is contingent on future success of the business.

Insurance. Provides liquidity when purchased upon the implementation of an agreement. Since the death or disability of an owner is often unpredictable and disruptive to a business, each is typically a mandatory triggering event in a buy-sell agreement.

How do you decide which method is appropriate for your situation? Timing of liquidity and cost are typically the key considerations. Compare these hypothetical protection costs for a \$1,000,000 purchase price.*¹

Hypothetical funding method cost at end of 15 years



Assumptions:

Cash: \$1,000,000.

Borrow: Represents five equal annual payments of \$200,000 plus interest at 6%.

Cash & sinking fund: Sinking fund of \$146,621 (annual deposits equal to the life insurance premiums growing at 8%) plus the balance necessary of \$853,379 in cash.

Life insurance: Estimated premiums of \$8,000 for Male, 45, Preferred, Non-tobacco, UL Flex III policy.

Disability Buy-Out (DBO) insurance: Estimated premiums of \$5,093 for Male, 45, Occupation class 6A DBO policy. Insurance premiums paid for 15 years. Not valid without accompanying insurance illustrations. See illustrations for important information.

*¹ The amount of insurance available to purchase depends upon the value of the business. Underwriting standards for life insurance and disability coverage are different. Disability buy-out insurance may not be available for every business.

Protect the business from the disability or loss of an owner.

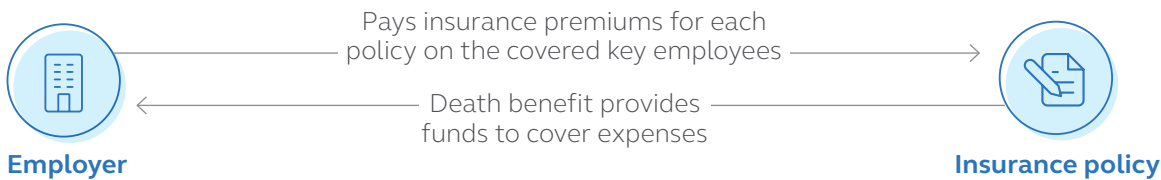
Oftentimes, the most valuable assets of a business are the business owners who contribute most to its success. They are the heart and soul of the business with knowledge and responsibilities that may seem irreplaceable.

Consider the time and money that would be necessary to replace this talent. Their loss will certainly create some financial burden that could put your business at risk.

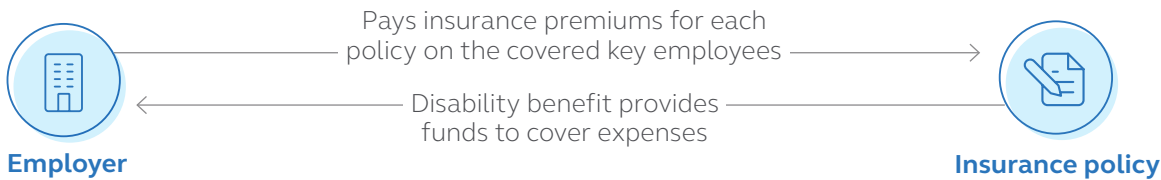
Protecting the business

Principal offers two solutions to help protect your business if the unexpected happens—life and disability insurance. For both, your business is the owner and beneficiary. If an unexpected death or disability of one of the covered owners does happen, the business receives funds, generally income tax-free^{*1}, to help overcome the financial challenges of the loss.

Key person life insurance. Available as a term or permanent life insurance policy that provides a death benefit to help the business overcome financial challenges at the death of the owner/key employee.



Key Person Replacement insurance. Provides business funds to help overcome the financial challenge of the loss of an owner/key employee if they become too sick or hurt to work.^{*2}



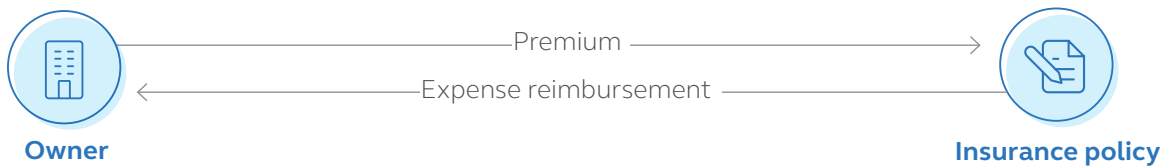
^{*1} If the requirements of IRC Section 101(j) are not met, then death proceeds from employer-owned life insurance contracts may be taxable as ordinary income in excess of the cost basis.

^{*2} Key Person Replacement insurance is only available to owners with 50% or less ownership.

Overhead expense insurance. Helps business owners keep the business running when they're too hurt or sick to work.

Make sure your business is protected—no matter what life brings—with overhead expense insurance. It helps keep your business running while you recover from a disabling illness or injury. And it helps ensure you have a financially sound business to return to or sell.

You pay premium on the insurance policy. The amount of your maximum monthly benefit is based on your type of business and current covered business expenses. Then, while disabled, you're reimbursed monthly based on your actual covered fixed business expenses for the month.



Debt coverage protection. Provides the business with the funds necessary to address outstanding debt should a business owner die or become disabled. Company-owned life insurance and the business loan protection rider can provide funds to help pay any outstanding corporate debts of the deceased or disabled owner.

NOTE: If you provided salary and debt information, proposed coverage amounts are available in the Appendix.

Your retirement, income replacement, and legacy

The importance of protecting your business may only come second to protecting your family and your lifestyle from the unexpected. Preparing for your eventual retirement, as well as protecting against the financial challenges that can occur from an unexpected death or disability, are equally important.

Business owner retirement

You've poured a lot of yourself into making your business successful. Now, it's time to take a few steps to make sure you're building a solid foundation for your retirement. Your business can play a key role in your retirement planning. Depending on the value of your business and the strength of your transition plan, your business can generate income during retirement, just like it has through your working years. All it takes is some careful planning and the right resources.

Protecting your income

Like protecting the value of your business, you likely also want to consider the importance of protecting your income from the unexpected. Life insurance and individual Disability Income insurance can help replace a portion of your income lost due to your death or disability. This protection can help maintain your and your family's lifestyle without draining savings or business profits.

Legacy and estate planning

Preserving all that you've built for the next generation takes careful planning. A proper plan helps ensure your assets—both personal and business—can meet your lifetime objectives and will be distributed the way you want.

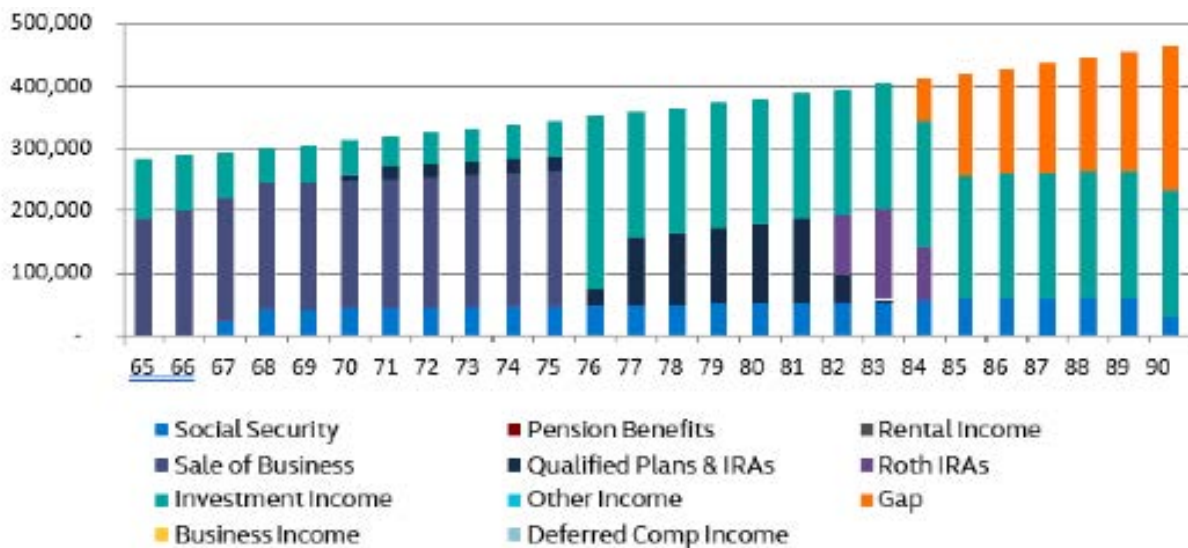
Your business plays a key role in your retirement.

You've poured a lot of yourself into making your business successful. Now, it's time to take a few steps to make sure you're building a solid foundation for your retirement. Your business can play a key role.

Many financial professionals say that each of us will need annual income of at least 80% percent of our pre-retirement earnings to maintain our current standard of living during retirement. Where will that money come from? You may be relying on a combination of Social Security, a qualified retirement plan, such as a 401(k) plan, and your business. However, Social Security and qualified retirement plans have limits that can negatively impact business owners' ability to save for retirement by capping contributions, payouts, and tax advantages. This can result in a retirement income gap.

Sample retirement gap calculation from Business Owner Retirement Analysis

Your retirement gap at age 66 is \$377,322.



Your business may be the key.

Depending on the value of your business and the strength of your transition plan, your business can generate income during retirement, just like it has done through your working years. All it takes is some careful planning.

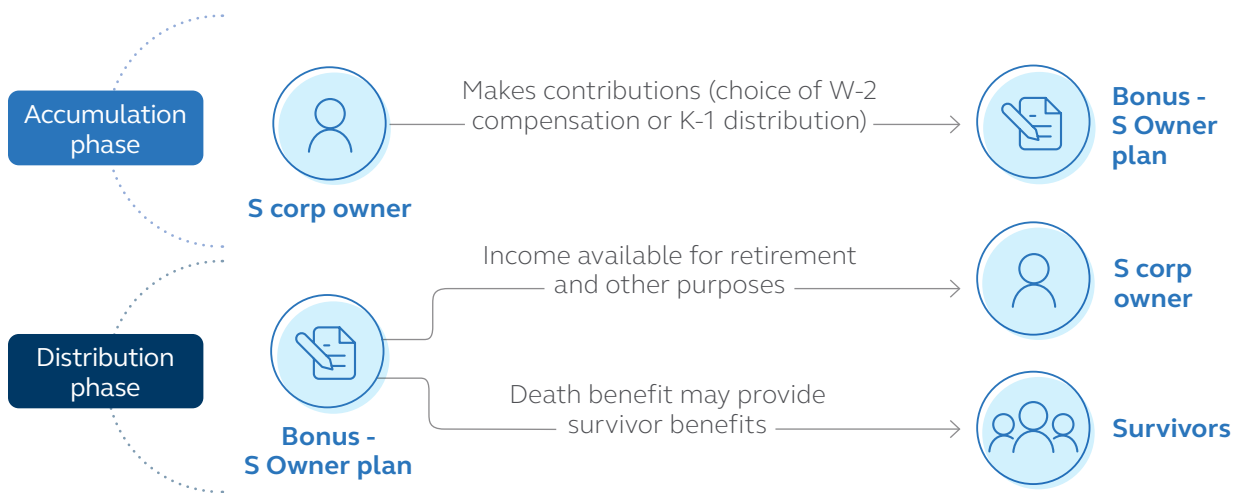
Many assume that the sale of their business will provide enough to keep them comfortable in retirement. But, some find out when it's time to sell that the business isn't worth enough to sustain their income needs. In order to know where you stand, you need to consider the potential sale price of your business. Then, you can plan accordingly. Our Business Owner Retirement Analysis can pull all of these factors together to help you evaluate your current plans and financial position. Request your free analysis today.

Principal[®] Bonus - S Owner

Where will you get your retirement income? Social Security? A 401(k) account? For many business owners, even if you rely on both sources, it may not be enough. You may also be relying on a regular income stream, or proceeds from the sale of your business to fill this gap. Either strategy involves uncertainty. This bonus plan may be a more reliable way to address your retirement income goals. It offers death benefit protection and helps you save more for retirement. And it can provide tax leverage without contribution limits and restrictions on compensation. The tax leverage comes with using life insurance to finance the plan, rather than it being based on a tax code provision.

Here's how it works.

You select an amount to contribute from Form W-2 compensation or Schedule K-1 distributions^{*1}—and your dollars are used to finance the personally owned asset—like life insurance. At retirement, you may access the values in the financial asset to help supplement your retirement income.



What you need to know.

There are many advantages to this plan for you, just as there are some things to consider.

Save more. While qualified plans and Roth IRAs offer tax benefits, they have limits on compensation and contributions that don't apply to this bonus plan.

Choose from contribution options. As an S corporation owner, you can choose to take income as W-2 compensation or a K-1 distribution, allowing some payroll tax leverage.⁽¹⁾

Pay out distributions properly. If there's more than one owner, and K-1 distributions are used, distributions need to be in proportion to ownership.

Pay income tax now. Whether profits are distributed or retained for business expansion, you and any other owners are taxed on the profits of the business.^{*2}

Need to be healthy. You must be able to qualify for life insurance if you choose to use it for financing the plan.

Choose alternate financing. If you or another owner is unable to qualify for life insurance, other plan financing options are available. These options will have different tax implications regarding accumulation and distribution.

^{*1} Contributions must meet reasonable compensation regulations.

^{*2} S corporation owners report their share of business profits on their personal tax returns. Depending on your type of business and other personal income, you might be entitled to a deduction of up to 20% of your passthrough income, as a result of a deduction added by the Tax Cuts and Jobs Act.

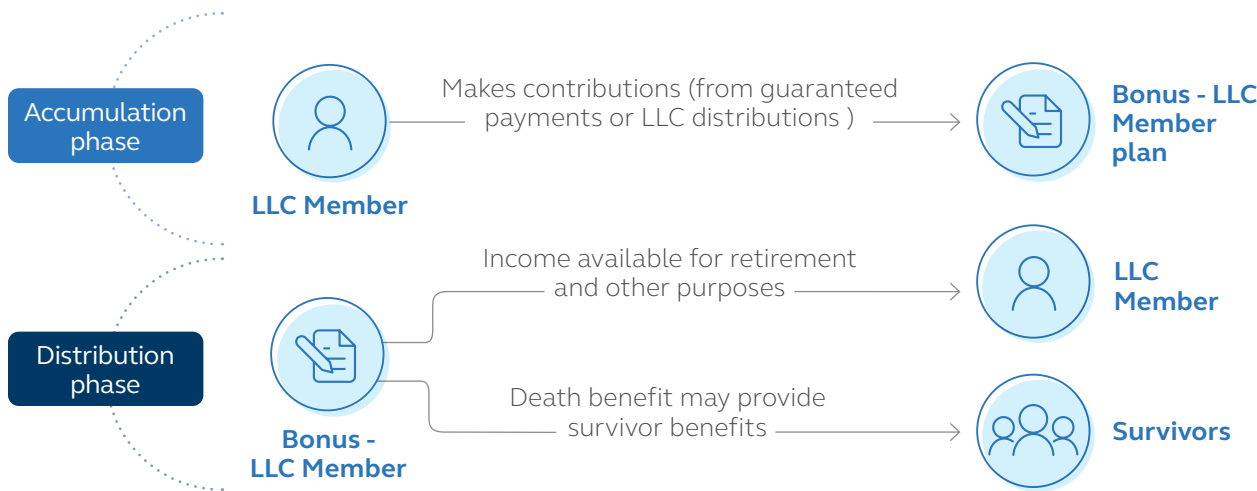
Principal[®] Bonus - LLC Member

Where will you get your retirement income? Social Security? A 401(k) account? For many business owners, even if you rely on both sources, it may not be enough. You may also be relying on a regular income stream, or proceeds from the sale of your business to fill this gap. Either strategy involves uncertainty.

This bonus plan may be a more reliable way to address your retirement income goals. It offers death benefit protection and helps you save more for retirement. And it can provide tax leverage without the contribution limits and restrictions on compensation that apply to qualified plans. The tax leverage comes with using life insurance to finance the plan, rather than it being based on a tax code provision.

Here's how it works.

You select an amount to contribute from your guaranteed payments or your share of LLC distributions. Your dollars are used to finance a personally owned asset—like life insurance. At retirement, you may access the values in the financial asset to help supplement your retirement income.



What you need to know.

There are many advantages to this plan for you, just as there are some things to consider.

Save more. While qualified plans and Roth IRAs offer tax benefits, they have limits on compensation and contributions that don't apply to this bonus plan.

Diversify assets. This allows you to build assets outside your business.

Choose from contribution options. Any bonus contributed to this plan can be made from your guaranteed payments or share of distributions based on the LLC operating agreement and/or applicable state statutes.

Pay out distributions properly. If there's more than one owner, and bonuses are made from distributions, distributions need to be in accordance with the LLC operating agreement and/or applicable state statutes.

Pay income tax now. Whether profits are distributed to LLC members or retained for business expansion, members are taxed at current ordinary income tax rates.

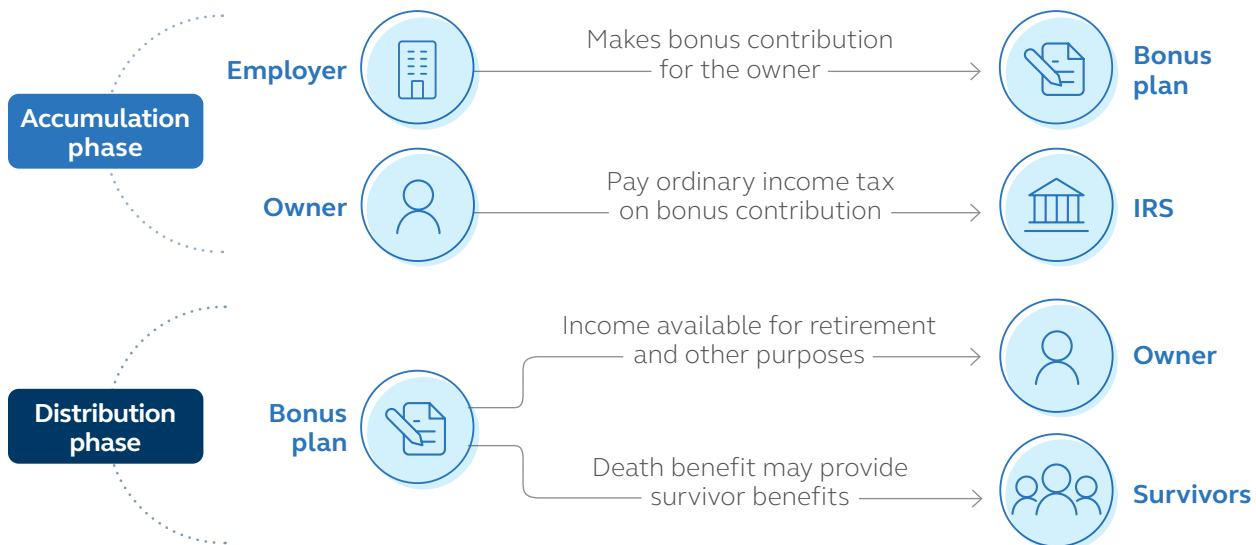
Choose alternate financing. If you or another LLC member is unable to qualify for life insurance, other plan financing options are available. But these options will have different tax implications regarding accumulation and distribution.

Principal[®] Bonus

Where will you get your retirement income? Social Security? A 401(k) account? For many business owners, even if you rely on both sources, it may not be enough. You may also be relying on a regular income stream, or proceeds from the sale of your business to fill this gap. Either strategy involves uncertainty. A bonus plan may be a more reliable way to address any gap and also offer you retirement income benefits on a tax-deductible basis.

Here's how it works

Typically, the bonus contributed to the plan for the owner is used to buy a life insurance policy from Principal¹. This policy funds the bonus plan and provides retirement income, death benefit protection, as well as additional living benefits.



What you need to know

There are many advantages to this plan, just as there are some things to consider.

For the business:

Receive tax deduction. A current tax deduction is received on the bonuses contributed to the plan.

Save time. Time is saved by not having to deal with annual reporting or ERISA requirements.

Impact cash flow. Bonuses paid reduce company cash flow.

For the owner:

Save more. More can be saved for retirement; above the limits of a qualified plan, such as a 401(k) or 403(b).

Receive multiple benefits. Distributions may be used for planned events, such as supplementing retirement income, funding a child's education, or purchasing a second home. The plan can also provide access to funds to address unplanned events, such as disability, chronic illness, and other financial needs.

Enhance financial security. The owner's family may receive tax-free benefits at the owner's death.

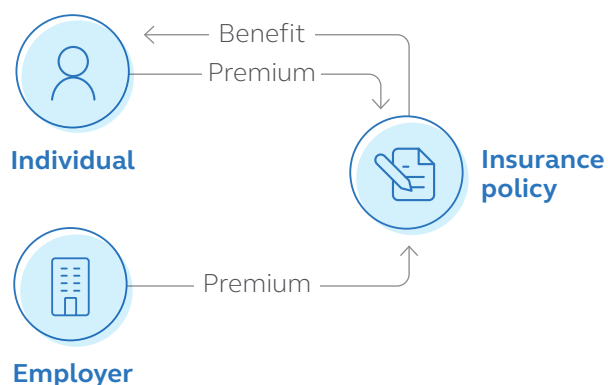
Owens the policy. You own the life insurance policy.

Individual life insurance

Your family depends on your income. Life insurance can help them cover the costs your salary helps pay, like mortgages, utilities, groceries, college funding, and any other debt or expenses. Generally, you may want to consider providing enough coverage for your family to manage up to 10 years of expenses.

Here’s how it works.

You, or your employer, pay the premium on an individual life insurance policy. Upon death, your beneficiary is paid a tax-free survivor benefit. Premium and survivor benefit amounts are generally determined based on age and medical history of the insured.



Life insurance protection example*

Male, age 45, non-tobacco user
 Total compensation \$250,000
 Years of income replacement x 10.0

Life insurance coverage \$2,500,000

10-year Term annual premium	\$1,262
20-year Term annual premium	\$2,473

* Based on a Principal® Term life insurance, convertible policy and Super Preferred underwriting class.

What you need to know.

There are advantages to this protection, just as there are some things to consider.

For your business

Benefits enhancement. Can be an attractive addition to an employee benefit package if the employer pays all or part of the premium.

For the individual

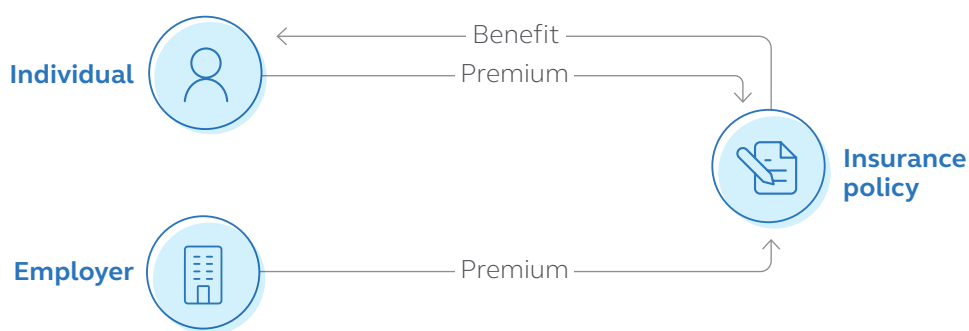
- Increased protection.** Can supplement group insurance coverage.
- Tax-free benefits.** If premiums are paid with after-tax dollars, the benefits received are tax free .
- Cost efficiency.** Policies can provide attractive benefit amounts relative to premiums paid.

Disability Income insurance

Protecting your income using Disability Income insurance can be a smart move. It's designed to help replace lost income by providing monthly benefit payments if you're too sick or hurt to work.

Here's how it works.

An individual or employer pays premium on an individual Disability Income policy. Upon meeting the definition of disability, the insured is paid a monthly benefit for a set period of time stated in the policy. Benefit amounts are calculated for insureds at the time of purchase based on factors such as their income, occupation, medical history, and whether they have other disability insurance coverage.



Sample cost for a 45-year old male*

Total compensation	Policy Elimination Period	Monthly benefit to Age 65	Replacement coverage	Annual premium
\$250,000	90 days	\$11,910	57%	\$4,200

This is a hypothetical example for illustrative purposes only.

* The estimated premium and benefit amounts are based on a Disability Income policy, 45-year old male, non smoker, 6A occupation class, issued in Colorado. Disability insurance coverage and riders may not be available in every state.

What you need to know.

There are many advantages to this protection, just as there are some things to consider.

For your business

Benefits enhancement. Can be an attractive addition to an employee benefit package if the employer pays all or part of the premium.

Tax efficiency. Premium can be paid with pre-tax dollars. But the benefits received by disabled employees will be taxed.

Available discounts. If three or more individuals with a common employer purchase coverage, they're eligible for a 20% multi-life discount (based on unisex rates).

For the individual

Increased protection. Can supplement group disability insurance coverage to protect more income.

Tax-free benefits. If premiums are paid with after-tax dollars, benefits are received tax-free.

Slight delay in benefits. Benefit payments begin one month after the individual satisfies the policy's elimination period (the number of days they must wait before benefits begin).

DI Retirement Security

Keep your retirement plans on track—no matter what life brings—with DI Retirement Security from Principal.*¹ If you become disabled, it can help you continue saving for retirement.

Here's how it works.

An employee (or you, as the employer) pays premium on an individual disability policy. Upon a disability, the benefits go directly into an irrevocable trust. Those dollars are then invested into an asset allocation model based on your risk tolerance, until the end of the benefit period is reached. At that time, the trust assets are available to the disabled employee.



What you need to know.

There are advantages to this sort of protection, just as there are some other things to consider.

Benefits enhancement. Can be a valuable addition to an employee benefit package if the employer pays all or part of the premium.

Taxes for the employer. Benefits paid to the trust are taxable as income when the employer pays the insurance premium with pre-tax dollars.

Tax benefits. Benefits paid to the trust are income tax-free when the employee pays the premium with after-tax dollars. (This could include premiums paid by the employer as a bonus to the employee, as long as the bonus is after-tax dollars.)

Potential taxes for the employee. Trust earnings are taxable annually and declared on the employee's tax return unless benefits are invested in a tax-deferred annuity.

Flexibility. Employee can choose from multiple investment options. And monthly benefit amounts don't need to match the employee's current retirement contributions.

Reporting. If disabled, the employee receives an annual 1099 form listing interest, dividends, and capital gain distribution information. They also receive a quarterly statement of trust assets and activity.

*¹ DI Retirement Security is issued as a non-cancelable, guaranteed renewable, individual disability income insurance policy. It is not pension or retirement program or a substitute for such a program. DI Retirement Security is not available to anyone who is over insured based on Principal's current Issue and Participation guidelines. It may not be available or the benefit amount may be reduced for certain occupations if there is existing DI coverage with lifetime benefits. Additional underwriting guidelines may apply.

Preserve the legacy you've built.

Preserving all that you've built for the next generation takes careful planning. But, a proper plan helps ensure assets—both personal and business—meet lifetime objectives and will be distributed the way you want.

Some may think this type of planning is just for the wealthy. For many individuals, the higher federal estate-tax exemption may fully shield you from federal estate taxes. However, there are other estate settlement costs, including accounting fees, appraisals, income taxes, attorney fees, court costs, final expenses, and state death taxes.

Wealth transfer tactics can help ensure your assets are distributed in an equitable and efficient manner—and in the manner in which you have selected. And numerous wealth preservation techniques involve both estate and business planning. Common techniques:



Inheritance equalization. The net worth of many business owners consists mostly of the business. In a situation in which some children participate in the business and others do not, how can you be fair and equitable? Life insurance can create an opportunity to provide for a fair division of assets, while helping to make sure that control and ownership remain with the children working in the business.



Gifting strategies. The higher gift-tax exemption presents a substantial opportunity to transfer wealth and reduce long-term estate tax exposure for individuals willing and able to make gifts during their lifetime. A current gift removes future appreciation and income from the taxable estate.



Discounting strategies. Valuation discounts (e.g., lack of control and lack of marketability) may reflect the lower market value of minority ownership interests in closely held businesses. This can reduce the gift-tax value of transferred assets.



Trust solutions. This simple gifting strategy makes a cash gift to a trust, such as an irrevocable life insurance trust (ILIT). Then, that gift is leveraged with life insurance. An ILIT funded with a life insurance policy is a popular and well-established estate planning tool that offers a death benefit payable when needed.

This type of planning may seem complicated, but that's why Principal has products and services to help make it easier for you. We'll help you project potential estate taxes and analyze different wealth transfer techniques. We can help you evaluate your situation and recommend strategies to help meet your needs. Periodic reviews of your estate and business transfer plans can help protect your legacy.

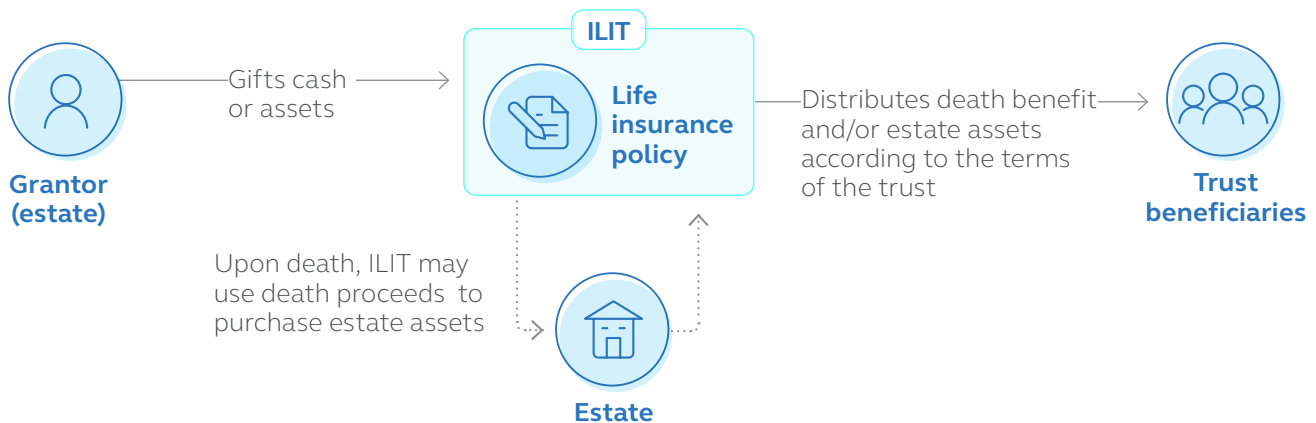
Irrevocable life insurance trust

People with estates of all sizes share this common concern: making sure their family receives the full benefit of their lifetime's work. However, those with larger estates, potentially subject to the federal estate tax, have the added concern of the effect of the tax on their legacy. An irrevocable life insurance trust (ILIT) can address this issue. It can help you do the following:

- Meet the liquidity needs of your estate.
- Avoid estate taxation of the death proceeds.
- Generate income for your family members.
- Provide creditor protection of your property.

Here's how an ILIT works.

- As the grantor, you establish the ILIT and gift cash or assets to the trust.
- Generally, the trust then purchases, pays for, and is the owner and beneficiary of a life insurance policy on you, or you and your spouse.
- Upon your death, the trust receives the life insurance death proceeds.
- Typically, the trustee uses the proceeds to purchase assets from your estate. This helps assure your estate will have cash to pay the taxes.
- The trust distributes any assets to the beneficiaries according to our wishes.



What does it all mean?

Let's start with some basics:

Grantor. The person/people who create the trust.

Irrevocable. When a trust is irrevocable, it means it's final and generally can't be changed. You give up rights to the property transferred to the trust.

Trust beneficiaries. The people who want to receive the benefits paid from the trust. In most instances, your beneficiaries are family members—children, grandchildren, and perhaps their spouses.

Trustee. The person or firm you select to administer and carry out the terms of the trust.

Help protect your business from the loss of a key employee.

In the event of a death, disability, or resignation of a key employee, would your business be as successful as it is today? A business protection plan can help you prepare for the unexpected and lessen the impact of such a loss. Unfortunately, **only 52% of business owners have a business protection plan in place**^{*1}, leaving them exposed to risk.

A business protection strategy can lower the risk. It allows you to implement a financial cushion, with cost-effective liquidity, which can help replace and/or retain key employees who critically impact the value of your business.

Are business protection solutions right for your business?

Before moving forward with a strategy, an important first step is to ask, “Who exactly are my key employees?” Think about the employees in your organization who really make a difference. Consider the areas of operations, workflow, relationship management, customer relations, sales, and profitability.

Then, think about these questions:

YES NO

- Would your business be negatively impacted by the **loss of a key employee due to a death, disability, or departure?**
- Are you interested in developing special incentives to **tie your key employees to the business** for the long term?
- Would your key employees like to **save more money** on a tax-advantaged basis?

If you answered yes to any of these questions, you can implement simple strategies to help. There are generally two types of solutions: **key person protection** and **key employee benefits**.

Key person protection

Protect the integrity, cash flow, and ongoing success of your business from the loss of a key employee due to death, disability, or termination of employment. Key person insurance helps the business overcome additional expenses associated with recruiting and training a replacement.

^{*1} 2024 Principal Financial Group® Business Owner Insights Survey, conducted by Dynata.

Recover from the unexpected loss of top talent.

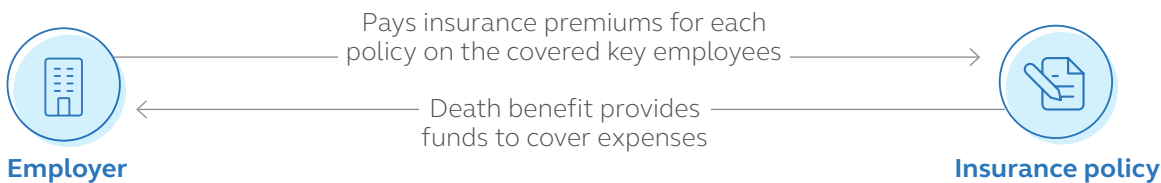
Oftentimes, the most valuable assets of any business are the key people who contribute most to its success. They generate revenue, handle major responsibilities, and have a unique wealth of knowledge that seems irreplaceable.

Have you considered the amount of time and money it would take to replace your top talent? If their loss would create a financial burden that puts the business at risk, key person insurance can be a simple and efficient solution.

Protection for a loss

Principal offers two solutions to help protect your business if the unexpected happens—life and disability insurance. For both, your business is the owner and beneficiary. If an unexpected death or disability of one of the covered key employees or owners does happen, the business receives funds, generally income tax-free^{*1}, to help overcome the financial challenges of the loss.

Key person life insurance. Available as a term or permanent life insurance policy that provides a death benefit to help the business overcome financial challenges at the death of the key employee/owner.



Sample cost for coverage on a 45-year-old key employee/owner*

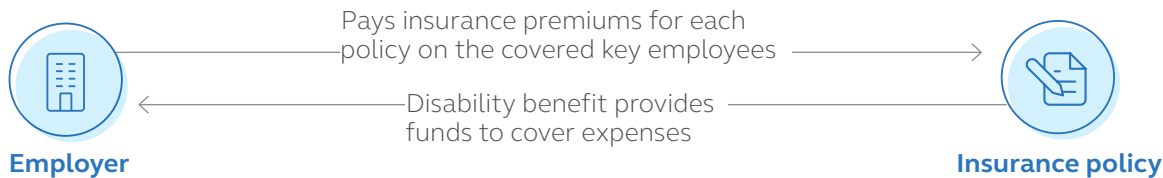
Death benefit	Annual premium	
	10-year	20-year
\$1,000,000	\$670	\$1,200

This is a hypothetical example for illustrative purposes only.

* Based on a Principal[®] Term, Convertible policy, 45-year-old male, non-tobacco user, Super Preferred underwriting class.

^{*1} If the requirements of IRC Section 101(j) are not met, then death proceeds from employer-owned life insurance contracts may be taxable as ordinary income in excess of the cost basis.

Key Person Replacement insurance. Provides business funds to help you overcome the financial challenge of the loss of a key employee/owner if they become too sick or hurt to work.



Sample cost for coverage on a 45-year-old key employee/owner*

Elimination period	Benefit amount	Annual premium
180 days	\$400,000 Lump sum	\$2,720

This is a hypothetical example for illustrative purposes only.

* The estimated premium and benefit amount is based on a Key Person Replacement policy, 45-year-old male, non smoker, 6A occupation class, issued in Colorado. Disability insurance coverage and riders may not be available in every state.

Key person coverage can help you:

- Offset the cost of finding a replacement and loss of revenue during training.
- Cover temporary staffing costs.
- Demonstrate financial stability to creditors and clients.

Benefits

Immediate funds. Insurance benefits offset the cost of finding a replacement and loss of revenue.

Demonstrate financial stability. Creditors and clients want to know that the business has the funds necessary to continue.

Cost efficiency. Policies can provide attractive benefit amounts relative to the premium paid.

Considerations

Flexibility. There are several funding options, including insurance. Carefully decide what’s best for your business.

Impact on your assets. It’s important to understand how key person insurance will affect your capital and liquidity.

Multiple benefits. If key employee retention is a concern, consider funding your key person plan with permanent life insurance to also provide a key employee benefit.

Retirement benefits

Qualified plans and individual retirement-based plans offer business owners an opportunity to provide a benefit to all the employees. Only these plans offer a tax-deduction to the employer and an income-tax deferral to the participants, including the business owners on contributions made to these plans. Generally, most employees must be covered.

These types of retirement plans are available in a variety of designs and can help do the following:

- Enhance your total benefits package by offering a retirement benefit to a broad base of employees.
- Encourage loyalty and continued service by helping employees secure their financial future.
- Generally, help to protect plan assets from any claims of an employer’s creditors.

Considerations for qualified retirement plans*

Business considerations	401(k) plan*	Defined benefit plan	Employee Stock Ownership Plan (ESOP)	SIMPLE IRA	Simplified Employee Pension (SEP)
Advantages	Popular, easy to understand, flexible design options; funded with employee and employer contributions	Highest potential contributions and benefits	May provide succession plan for owners and beneficial ownership to employees	Easiest to implement and administer; funded with employee and employer contributions	Easy to implement and administer
Considerations	Participation by rank and file may affect how much owners can contribute	Employer contributions required; employer bears investment risk	Highest costs to set up and administer	Less flexibility in design; no vesting schedule allowed	Funded entirely with employer contributions; no vesting schedule allowed
Employer contributions	Flexible; matching, nonelective, and/or profit sharing	Required; actuarially determined based on benefit promised	Generally required, depending on financing arrangements	Required; 3% match or 2% of employee compensation	Required; up to lesser of 25% of comp or \$70,000*
Employee contributions	Up to \$23,500 plus \$7,500 for ages 50-59 and \$11,250 for ages 60-63	Not applicable	Generally, not applicable	Up to \$16,500* plus \$3,500 if over age 50	Not applicable

* Not all plans allow participants to defer income. There are contributory DB plans. They are fairly rare now, but were common several decades ago. Dollar amounts listed are as indexed for 2025.

Key employee benefits

Recruit, reward, retain, and retire key employees with key employee benefit plans. These plans can help you by helping them. They can provide additional benefits and/or help them make up for benefits lost due to government restrictions placed on qualified retirement plans. The result? More engaged and loyal employees and a valuable recruiting tool, too.

Specifically, these plans can do the following:

- Enhance your total benefits package by offering a financial reward.
- Encourage loyalty by helping to secure their financial futures.
- Give key employees an incentive to grow the business.
- Provide simplified government reporting and disclosure rules—or none at all.

Considerations for common key employee benefit plans

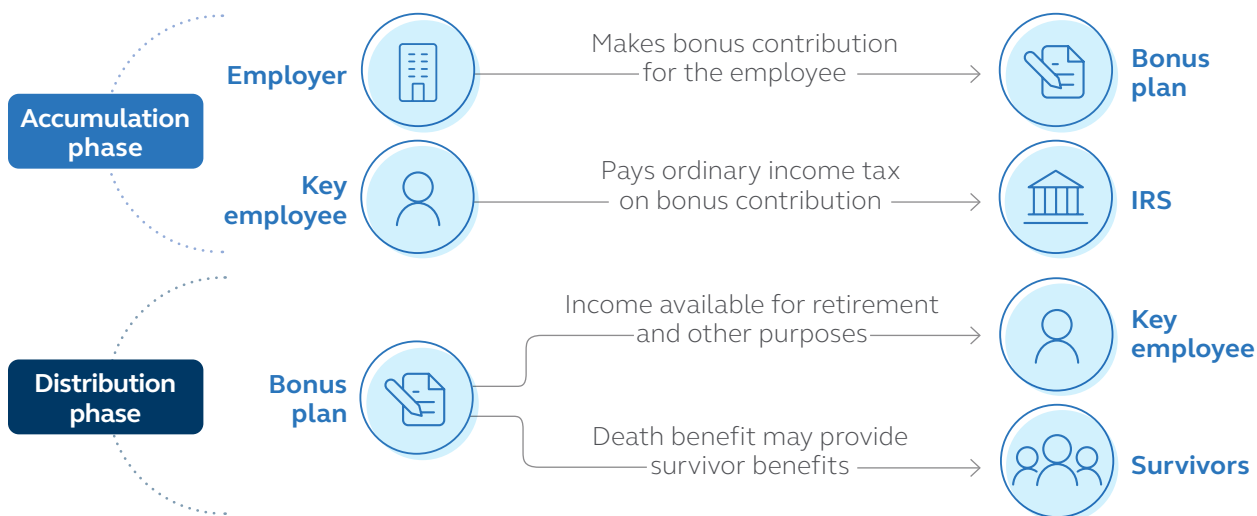
Business considerations	Principal® Bonus	Principal® Deferred Compensation - SERP	Principal® Deferred Compensation - Select Reward	Principal® Deferred Compensation - Defined Contribution	Principal® Loan Split Dollar
Immediate tax deduction	Yes	No	No	No	No
Golden handcuffs	Limited	Yes	Yes	Yes	Yes
Cost recovery	No	Yes	Yes	Yes	Yes
Administrative services	Yes	Yes	Yes	Yes	Yes
Employer contributions	Yes	Yes	Yes	Yes	Yes
Employee contributions	Yes	No	No	Yes	No

Principal[®] Bonus

This retirement benefit is an incentive plan that offers your key employees multiple benefits. It helps your top talent increase their savings for the future, while helping you reward and keep them for the long term. Plus, contributions are tax-deductible to you, and it's easy to administer.

Here's how it works.

Typically, the bonus you contribute to the plan for select key employees is used to buy a life insurance policy from Principal that is owned by the key person. This policy funds the plan and provides retirement income, death benefit protection, as well as additional living benefits.



What you need to know.

There are many advantages to this plan, just as there are some things to consider.

For you

Increase morale. It can be an effective way to recruit, reward, retain, and retire the employees who are most valuable to your business.

Receive tax deduction. You receive a current tax-deduction on the bonuses contributed to the plan.

Communicate easily. Its simple and flexible plan design is easy to communicate and maintain.

Save time. You save time by not having to deal with annual reporting or ERISA requirements.

Impact cash flow. Bonuses you pay reduce company cash flow.

For your key employees

Save more. More can be saved for retirement; above the limits of a qualified plan, such as a 401(k) or 403(b).

Receive multiple benefits. Distributions may be used for planned events, such as supplementing retirement income, funding a child's education, or purchasing a second home. The plan can also provide access to funds to address unplanned events—such as disability, chronic illness, and other financial needs.

Enhance financial security. The employee's family may receive tax-free benefits at the employee's death.

Owens the policy. The key employee owns the life insurance policy, but must stay with the organization to be eligible for the bonus.

Pay potential taxes. An additional tax may be due if the employer's bonus doesn't cover all of the income tax. However, the tax on the bonus may be partially or fully offset with another employer bonus.

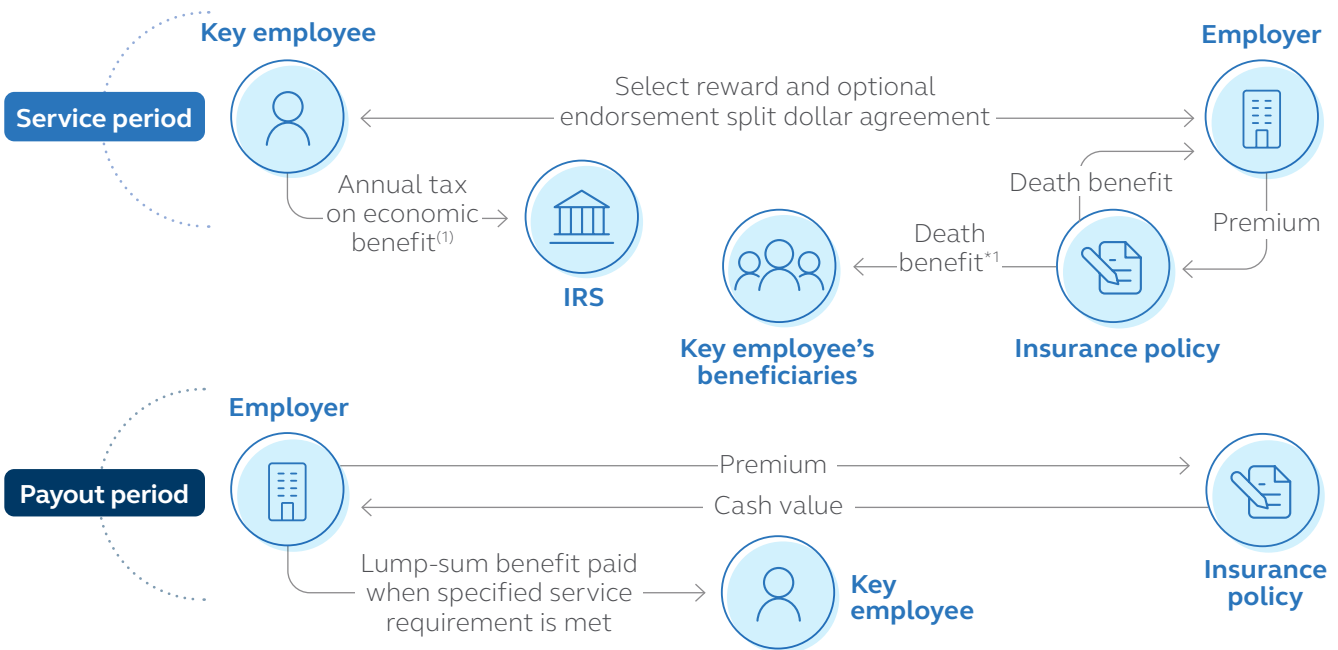
Principal[®] Deferred Compensation - Select Reward

This deferred comp plan could be an attractive solution for you and your key employees. It provides a lump-sum benefit to them at the end of a pre-determined service period, which encourages your top talent to stay with you for the long term, instead of exploring opportunities with your competition.

Here's how it works.

A deferred comp agreement is established with select key employees. You and each key employee enter into an agreement that promises a lump-sum benefit if the employee satisfies a service requirement. The company then purchases and pays the premium on a company-owned life insurance policy that builds cash value. It may also be possible to establish an endorsement split dollar agreement, so that part of the policy's death benefit goes to the survivors if the key employee should die during the service period.

When the service requirement has been met, the lump-sum bonus will be paid to the key employee. You choose how the bonus will be paid. You may use current cash flow or a withdrawal of cash value from the life insurance policy to meet the bonus requirement. As an alternative, ownership of the policy can be transferred to the key employee.



*1 These items apply only if the optional endorsement split dollar agreement is used.

What you need to know.

There are many advantages to this plan, just as there are some things to consider.

For you

Encourage loyalty. You provide incentive for the key employee to remain loyal to your company for a predetermined service period.

Receive a tax deduction. In the year the bonus is paid or the life policy is transferred to the key employee, your company receives a tax deduction for the entire bonus. Any gain in the policy at this time of transfer is taxable to you.

Reduce cash flow. Premiums are paid with company after-tax dollars, so each premium payment reduces your annual cash flow.

Recover the premium cost. If the key employee dies before the end of the service period, the life insurance policy's tax-free death benefit^{*2} may be used to recover the cost of the premiums you paid.

For your key employees

Pay minimal cost. If the optional endorsement split dollar agreement is utilized, the key employee will pay tax on the value of the life insurance death benefit that's endorsed to them during the service period. This cost is much less than if the key employee were to personally purchase that amount of life insurance.

Help with taxes. This plan design does not allow the option to defer the lump-sum bonus, nor does it offer another payment choice. In the year the bonus is received, the key employee recognizes income in the amount of the lump-sum bonus. However, a portion of the policy's cash value may be used to pay the income tax due.

Use for personal needs. If ownership of the life policy is transferred to the key employee, its cash value and death benefit may be used for personal financial needs.

Must qualify. The key employee must be healthy enough to qualify for the life insurance policy.

NOTE: Although the plan is a deferred compensation arrangement in a general sense, it's designed to fit within the short-term deferral exception to the definition of deferred compensation under IRC Section 409A guidance. As a result, the bonus must be paid in a lump sum within 2½ months of the end of the tax year in which the key employee meets the service .

^{*2} If the requirements of IRC Section 101(j) are not met, then death proceeds from employer-owned life insurance contracts may be taxable as ordinary income in excess of the cost basis.

Principal® Deferred Compensation – SERP

This plan could be an attractive solution for you and your key employees.*¹It provides valued benefits to your top talent in the future, which encourages them to stay with you for the long term, instead of exploring opportunities with your competition. It can also help enhance their retirement savings.

Here’s how it works.

A defined contribution deferred comp agreement is established with select key employees. You determine how much you want to contribute to the plan for each key employee. You then have some additional plan design options, such as implementing a vesting schedule and determining payout terms.

Life insurance is used to help informally finance the plan. An optional endorsement split dollar agreement may be available, so that part of the policy death benefit could go to the key employee’s survivors if the key employee should die during the service period.

Then, upon a triggering event (termination of employment, retirement, disability, or death), a payout may begin for the key employee. Payouts can be made in a lump sum or over varying pay periods.



What you need to know.

There are many advantages to this plan, just as there are some things to consider.

For you

Encourage loyalty. You provide incentive for the key employee to join your company and stay for the long term.

Enjoy flexibility. Based on your business needs and goals, you can choose from a range of life insurance products, vesting schedules, and payout options.

Receive a tax deduction. The company receives a tax deduction in the year the benefit is paid.

Reduce cash flow. Premiums are paid with company after-tax dollars, so each premium payment reduces your annual cash flow.

Recover the premium cost. If the key employee dies before a triggering event, the life policy’s tax-free death benefit may be used to recover the cost of the premiums paid by the company.

For your key employees

Receive tax-deferred growth. Earnings and employer contributions accumulate in the plan tax-deferred.

Review investment options. The key employee may be given the opportunity to choose the deemed investments (also known as reference investments) used to measure the value of their account. This might include offering a fixed interest rate.

Help provide for the future. Benefits from the plan can help supplement retirement income and may provide financial support to key employees’ beneficiaries if death occurs during the service period.

Must qualify. The key employee must be healthy enough to qualify for the life insurance policy.

Pay taxes. Employer contributions will be treated as wages and subject to payroll taxes. Generally this occurs when the employer contributions become vested. Income tax is due on the deferred comp benefit amount in the year it’s received.

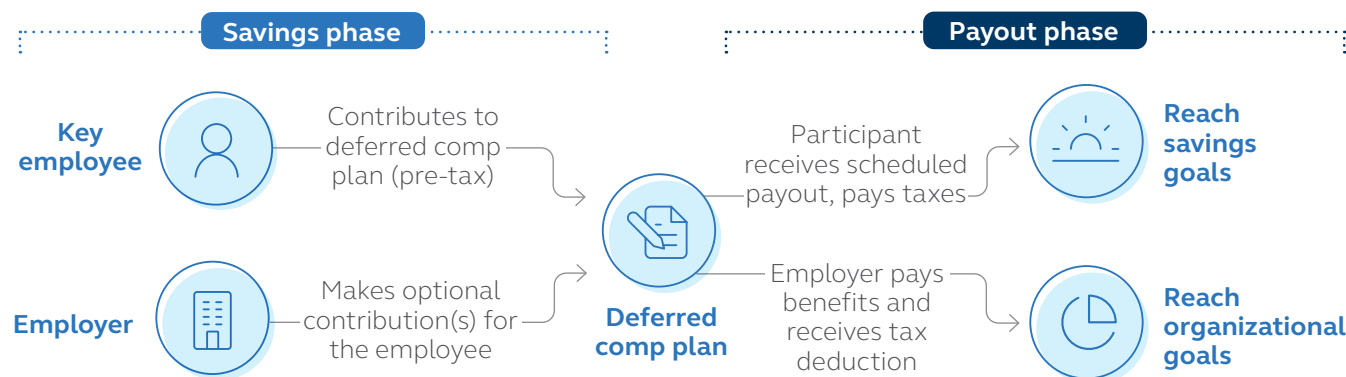
*¹ This plan is considered a deferred compensation plan subject to IRC Section 409A requirements.

Principal[®] Deferred Compensation – Defined Contribution

This incentive plan can be an attractive solution for you and your key employees.*1 It’s designed to help your top talent save beyond 401(k) plan limitations for retirement and other savings goals, while helping you recruit, retain, and reward them.

Here’s how it works.

Participants can defer a portion of their annual compensation or bonuses into the plan before taxes. And you promise to pay that money, plus any earnings or additional contributions you may offer, to them at a future date. How you informally finance your plan can help you do just that—whether with corporate-owned life insurance or taxable investments, or company cash flow.



What you need to know.

There are many advantages to this plan, just as there are some things to consider.

For you

Increase morale. Top employees value this benefit, and it helps them remain loyal and motivated.

Leverage incentives. Make optional employer contributions to retain or reward select key employees.

Receive tax deduction. The money that accumulates to finance the plan remains an asset on the balance sheet until benefits are paid, and the company receives a tax deduction.*2

Pay service fees/charge. There are fees for plan administrative services, and there could be a charge to earnings on assets purchased to finance the plan.

*1 This plan is considered a deferred compensation plan subject to IRC Section 409A requirements.

*2 For taxable corporations.

*3 Employees can defer up to 100% of compensation but plan sponsors typically permit deferrals of less

For your key employees

Save more. Take advantage of pre-tax deferrals (up to 100%*3), tax-deferred growth, and compounded earnings.*4

Decide how and when. Decide how much to defer the year prior to earning the income, then enjoy the flexibility to choose how and when benefits are paid.

Design an investment strategy. Tailor the plan with a variety of investment options.

Limited protection. This plan is unfunded and doesn’t provide the same protection as a 401(k) plan.

Potential penalties. If the company doesn’t comply with IRS rules, participants could face taxes and penalties.

than 100% due to other payroll deductions, such as FICA taxes and health insurance.,

*4 Contributions to the plan are subject to FICA when benefits vest. Plan participant deferrals may not be deductible in all states. Distributions are taxable to participants upon receipt.

Bolster your benefit plan with insurance coverage for key employees.

As a business owner, you likely understand the importance of protecting your business by retaining your top talent. Life and individual disability insurance from Principal® can help. Offering key employees individual disability insurance coverage as a benefit to supplement a group insurance plan can help bolster your benefits package.

Key employees may need more protection.

Group benefit plans, including life and disability insurance, provide a good base level of protection for all employees. However, you may not have considered how these employee benefits provide less (as a percentage of pay) to your key employees than other employees due to maximum benefit plan limits.

For example, consider the impact of group life and long-term disability insurance to employees at four different salary levels in the following hypothetical scenario.

Employee compensation level (annual)	Maximum group life insurance benefit*1	How much of their income is replaced by the group long-term disability plan?*2
\$75,000	\$150,000 (or 2x compensation)	\$3,750 (60% replaced)
\$100,000	\$200,000 (or 2x compensation)	\$5,000 (60% replaced)
\$200,000	\$200,000 (or 1x compensation)	\$6,000 (36% replaced)
\$400,000	\$200,000 (or ½ x compensation)	\$6,000 (18% replaced)

In a competitive job market, it’s important for certain key employees to receive benefits in line with their salary levels. There are several flexible ways this can be accomplished. Each can be tailored to the exact benefits you want to provide and the employees who’ll receive them.

Life insurance benefits

An employer’s group life insurance plan replaces a higher percentage of compensation for rank-and-file employees than for higher-earning key employees. In the example above, those earning \$200,000 or more would receive a life insurance death benefit equal to only one year’s salary or even less—instead of a benefit equal to twice their annual pay. Supplemental guaranteed issue term life insurance can make up this difference, as shown below, for executive groups of 10+ employees.*3

*1 The group life insurance plan in this hypothetical example is assumed to offer a death benefit of two times the salary, up to \$200,000.

*2 The group long-term disability insurance plan in this hypothetical example replaces 60% of income, with a maximum benefit of \$6,000 monthly.

*3 Will consider groups between 5-9 employees if the employer has Principal® group term life/voluntary term life insurance or Guaranteed Standard Issue individual disability insurance.

Employee compensation level (annual)	Maximum group life insurance benefit ⁽¹⁾	Supplemental life insurance	Total compensation replaced
\$200,000	\$200,000 (or 1x compensation)	\$200,000	\$400,000 (or 2x compensation)
\$400,000	\$200,000 (or ½ x compensation)	\$600,000	\$800,000 (or 2x compensation)

Long-term disability benefits

The benefits provided by the group long-term disability plan shown on the previous page replace up to 60% of the income of rank-and-file employees, but a lower percentage of income is replaced as salary levels grow higher. However, with employer-paid individual Disability Income insurance, a supplemental policy can be designed for each affected employee to help protect additional income not protected under the group plan. The employer can choose to provide a policy for each key employee that brings the total coverage level to 60%.

Employee compensation level (annual)	How much of their income is replaced by the group long-term disability plan? ⁽²⁾	Supplemental plan monthly benefit	Total percentage of income replacement
\$200,000	\$600,000 (36% replaced)	\$4,000	60%
\$400,000	\$600,000 (18% replaced)	\$14,000	60%

Acquiring coverage can be easy.

We know your key employees are busy. That’s why we offer options to make the application and underwriting process for term life insurance and Disability Income insurance easy. With our Guaranteed Issue/Guaranteed Standard Issue underwriting, proposed insureds are only required to answer a few questions, and there are no medical exams to take—making the process quick and worry-free for your employees.

All guarantees and benefits of the insurance policy are backed by the claims-paying ability of the issuing insurance company. They are not backed by the broker/dealer and/or insurance agency selling the policy, or by any of their affiliates, and none of them makes any representations or guarantees regarding the claims-paying ability of the issuing insurance company.

You focus on your business. We'll focus on your plan details.

It takes a lot of work to run a company, to say the least. And we understand you may not have time to think about business transfer strategies, employee retention programs, or retirement planning. That's okay. That's why we're here.

How do you get started?

Together with your financial professional, Principal will help you identify the right solutions for your organization, then work with you to implement them properly. Staffed with attorneys, CPAs, and plan design specialists, our Business and Advanced Solutions team is ready to assist you with design consultation and sample plan documents. But, we don't stop there.

Your needs may change. Regulations may change. We can help you keep up with both.

You don't have to take care of the ongoing management of your plan all by yourself. Our Business Market Administration team provides dedicated, ongoing support for your employer-owned and employer-sponsored plans funded with life insurance. And we'll be there not just today, but throughout the life of your plan.

Supporting more than 30 plan types to meet these business needs:

Key person protection

Business succession planning

Key employee retention*

Key employee retirement*

Death benefit protection

Legacy and estate planning

Supporting you every step of the way.



Getting started

Your customized planning considerations

We're here to help you achieve your goals. We understand that some of your goals are more important to you than others. So, review each planning area, prioritize what's most important to you and your business, and complete the action items below based on your priorities.

Help protect you and your business	Priority ranking	Target date
<p>Business succession planning. In order to help you successfully transition out of your business, numerous buy-sell and transfer strategies are available. Principal can consult with you to identify a solution best suited to your unique needs and company characteristics.</p>		
<p>Family business succession planning. Exiting a family business often means balancing competing needs of your family members. Principal can look at your specific situation and present you with a personalized planning report that includes planning considerations and action steps unique to your business and family.</p>		
<p>Estate tax analysis. Due to the significant value of your business, it's important that you consider your current estate tax exposure. Principal can offer you an estimate of this exposure and help you analyze different techniques to help you meet your specific goals and objectives.</p>		
<p>Buy-sell agreement. Businesses with two or more owners need a buy-sell agreement fully funded with life and disability insurance. If one already is in place, a buy-sell review could be conducted by Principal.</p> <ul style="list-style-type: none">• Request a sample agreement• A cross purchase buy-sell agreement• An entity purchase buy-sell agreement• A short-year election• Request a review of your existing buy-sell agreement		
<p>Select buy-out plan. If you have a key employee to pass the business to or who can buy the business, you may want to consider a one way buy-sell arrangement along with a select buy-out plan. This will help the key employee save for a down payment on the business buy-in.</p>		
<p>Employee stock ownership plan (ESOP). Establishing an ESOP could offer a flexible, tax-favorable way to exit your business, provide retirement benefits, and retain and motivate employees.</p>		
<p>Buy-sell agreement. It's important for businesses with a single owner to have a formal succession plan. You may want to consider the following. Otherwise, you should have at least enough personal life and disability insurance to protect your family if something should happen to you.</p> <ul style="list-style-type: none">• A one way buy-sell arrangement• A no sell buy-sell arrangement		

Help protect you and your business	Priority ranking	Target date
<p>Buy-sell agreement funding. A properly funded and well-drafted agreement that reflects your goals and objectives can protect you during both planned and unplanned events. Do you have adequate funding in place?</p>		
<p>Key person protection for owners. If you or another owner become disabled or pass away, key person life or disability insurance can help you prepare for the unexpected by helping to protect the integrity, cashflow, and on-going success of your business.</p>		
<p>Debt coverage protection. Ensuring that you have appropriate personal life and disability insurance in place, can protect you and your business from calls on any outstanding debt or loans payable.</p>		
<p>Overhead expense insurance. If you or another owner become disabled, this type of policy may help keep the business running</p>		
Help protect your lifestyle	Priority ranking	Target date
<p>Business Owner Retirement Analysis. This personalized report can help you evaluate whether you have the right plans in place to figure out how much you can rely on your business for retirement income. It can identify any gaps and if needed, direct you to strategies to help you achieve retirement readiness.</p>		
<p>Principal® Bonus – S Owner. As a profitable S corporation, this nonqualified retirement plan could complement other retirement plans you currently have in place.</p>		
<p>Principal® Bonus – LLC Member. As a profitable limited liability company (LLC), this nonqualified retirement plan could complement other retirement plans you currently have in place.</p>		
<p>Principal® Bonus. As a profitable C corporation, this nonqualified retirement plan could complement other retirement plans you currently have in place.</p>		
<p>Individual life insurance. Your family depends on your income. Life insurance can help them cover the costs your salary helps pay, like mortgages, utilities, groceries college funding, and any other personal debt or expenses.</p>		
<p>Disability Income insurance. Protecting your income using personal Disability Income insurance can be a smart move. It provides monthly benefit payments if you're too sick or hurt to work.</p>		
<p>DI Retirement Security. Keep your retirement plan on track – no matter what life brings. If you become disabled, it can help you continue to save for retirement.</p>		

Help protect your lifestyle	Priority ranking	Target date
<p>Legacy and estate planning. Preserving all that you've built for the next generation takes careful planning. But a proper plan helps ensure assets—both personal and business—meet your lifetime objectives and will be distributed the way you want.</p>		
<p>Irrevocable Life Insurance Trust. Consider a discussion with your attorney to implement an irrevocable life insurance trust to help protect your estate. In many cases, life insurance is a common funding solution.</p>		
Business and key employee protection	Priority ranking	Target date
<p>Recover from the unexpected loss of top talent. Oftentimes your most valuable assets are the key employees who contribute to the success of your business. Have you considered the time and money it would take to replace them?</p>		
<p>Qualified plans. These plans offer business owners an opportunity to provide a benefit to all employees. They provide a tax-deduction to the employer and an income-tax deferral to all participants on contributions made to these plans.</p>		
<p>Recruit, reward, retain, retire key employees. Consider the following to help fulfill a valuable benefit for select key employees that can also help you recruit, reward, retain, and retire those who are vital to the success of your business.</p> <ul style="list-style-type: none"> • A Principal® Bonus plan • A Principal® Deferred Comp – Select Reward plan • A Principal® Deferred Comp – SERP • A Principal® Deferred Comp – Defined Contribution plan 		
<p>Supplemental life and disability insurance coverage. Protecting your business is important. Consider whether Principal Guaranteed Issue Term life insurance, and Guaranteed Standard Issue Disability income insurance may be available to provide flexibility and easy enrollment.</p>		

No one knows your business and your specific needs as well as you do. By working closely with your financial professional, you'll be able to formulate a plan that works for you. Whether it's analysis of your current plans, assistance with future plans, insurance protection, or all three, Principal is here to help.



You benefit from a company that knows business.

As the owner of a business, your financial needs are different than those of other individuals. So, it only makes sense to work with a company that understands the financial needs of businesses and their owners. We help business owners like you every day. Leverage our experience, solutions, and services as we consult with you on financial solutions that help address specific needs.

- A member of the *FORTUNE* 500[®], we have \$712 billion in total assets under management and serve clients worldwide of all income and portfolio sizes.*¹
- Year after year, we receive high financial ratings from the four major rating agencies — A.M. Best Company, Moody's Investor Services, Standard & Poor's, and Fitch Ratings.*²
- No. 1 provider for nonqualified deferred compensation (409A) clients.⁽¹⁾
- No. 2 provider of Group Benefits insurance (dental, life, vision, disability, accident, critical illness, hospital indemnity).⁽¹⁾
- Preparer of thousands of informal business valuations since 2011.
- Reviewer of more than 2,800 buy-sell agreements since 2014.

*¹ Principal[®] 2025 Company Profile, December 2023, <https://secure02.principal.com/publicsupply/GetFile?fm=DD730&ty=VOP&EXT=.VOP>.

*² Third party ratings relate to Principal Life Insurance Company and Principal National Life Insurance Company only, and do not reflect any ratings actions or notices relating to the US life insurance sector generally. Ratings current as of Dec. 2024. Ratings are not a recommendation to buy, sell or hold a security. Ratings are subject to revision or withdrawal at any time by the assigning agency, and each rating should be evaluated independently of any other rating. Information is current as of the creation of this piece. Keep in mind that portfolio holdings are subject to risk.

Appendix

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principal.com

The previous pages depict certain business planning options. All of these options are based on the information you shared with us for this purpose and the assumptions stated throughout the report. Of course, any variance in the information or assumptions could change the results.

All assets assume specific growth rates, calculated based on information from the client. These individual rates are used to project the possible growth of the business. These projections are made to estimate future business insurance needs.

Although the informal business valuation from Principal can provide a valuable starting point in helping you determine the value of your business, the valuation will not be a substitute for a formal valuation nor does it establish a value for tax purposes. A formal valuation should be constructed with the guidance of your legal and/or tax advisors.

Solutions outlined in this report do not imply a recommendation that a specific business planning option should be implemented. Rather it represents a summary of potential considered strategies, which each individual should discuss with his or her tax advisor, attorney, and/or other professional advisor before taking any action.

Because your business planning goals may change in the future, periodic monitoring should be an essential component of your program.

All guarantees and benefits of the insurance policy are backed by the claims-paying ability of the issuing insurance company. They are not backed by the broker/dealer and/or insurance agency selling the policy, nor by any of their affiliates, and none of them makes any representations or guarantees regarding the claims-paying ability of the issuing insurance company.

Disability income insurance has certain limitations and exclusions. For costs and complete coverage details, contact your Principal representative.

Individual disability insurance Series 700 and Series 800. Not all products available in all states.

The subject matter in this communication is educational only and provided with the understanding that Principal® is not rendering legal, accounting, investment, or tax advice. You should consult with appropriate counsel, financial professionals, and other advisors on all matters pertaining to legal, tax, investment, or accounting obligations and requirements.

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Not FDIC or NCUA insured
May lose value • Not a deposit • No bank or credit union guarantee Not insured by any Federal government agency

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