



EY Private

Family Business Centre  
of Excellence

# The Life Cycle of the Family Business

## Introduction

Family businesses and their owners face unique challenges as they balance their ambition to grow with the effort to build the family legacy.

At EY, we understand that purpose and values underpin a family business and holds it together. For more than 100 years we have been supporting the world's most entrepreneurial families. Globally, EY advises **80% of the top 500** family businesses in the world. With this wealth of experience, we understand the unique challenges faced, as they balance the need to accelerate growth with the effort to build the family legacy and business. We have identified the success factors for family business growth such as – the [Growth DNA Model](#) and the [EY NextGen Academy](#) that pinpoint the issues and areas of focus that will support family business leaders in achieving their ambitions and building a long-term, intergenerational legacy.

As trusted advisors to enterprise-owning families around the world, we have the experience, authority and programs to support families to grow from generation to generation.

## Why EY

Family enterprises have unique needs in comparison to corporate business operations. Relationships and interests of individual family members are often diverse; some members may not be interested in continuing the business while others may wish to change it fundamentally.

In addition to 'traditional' concerns of entrepreneurial families, such as governance, succession and wealth management, we now see the topics of diversity, talent, digital transformation, philanthropy and inclusive capitalism progressing toward the top of the agenda in family enterprises across the world. These topics are mostly driven by the next generation of family members.

The EY approach to working with family enterprises is anchored in our EY Family Enterprise DNA Model. The Model, which supports both the personal and business performance agendas of family enterprise leaders, is based on success factors that facilitate family cohesion, business growth and long-term wealth preservation in a family enterprise.

We combine our understanding of these success factors with our vast experience and knowledge to create a framework for guided conversations on topics that matter the most to family enterprise owners.



# How EY can help

## Focus on Family, Values, Business and Assets

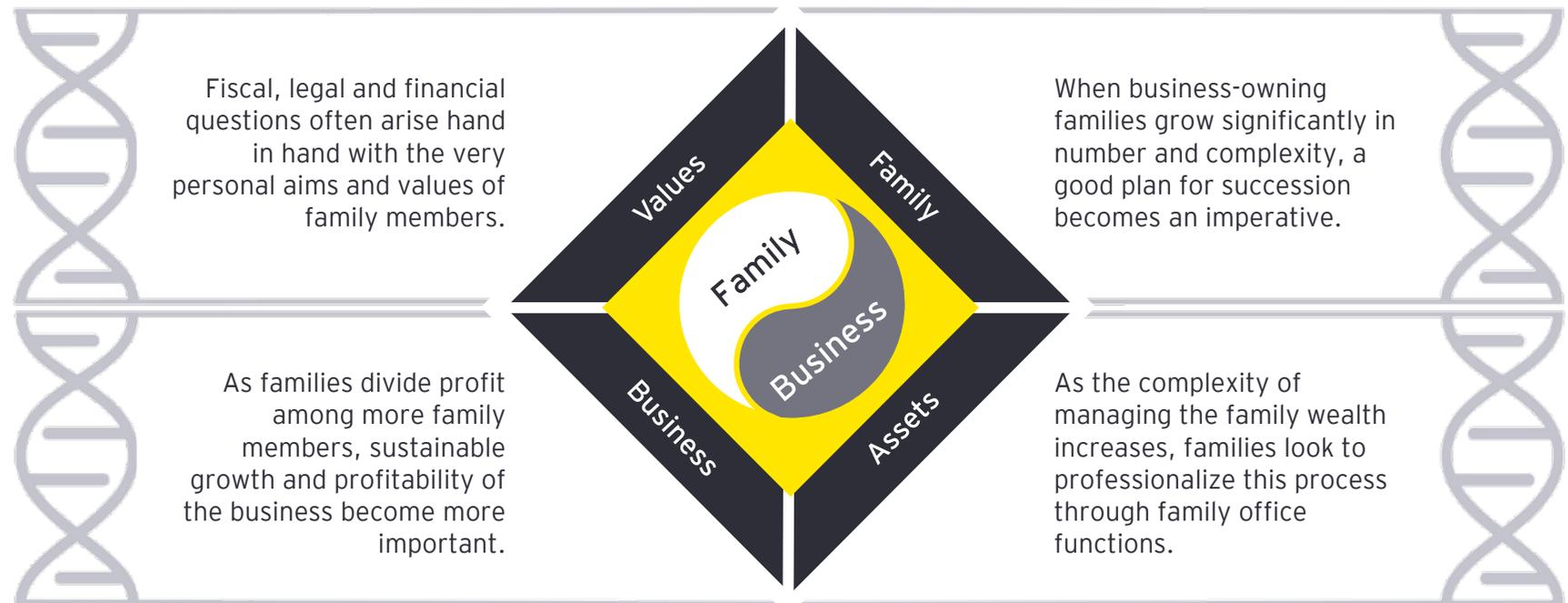
Drawing on the knowledge we have gained from more than 100 years of working with family enterprises, we have identified the key factors that help them grow the business and build a long-term, intergenerational legacy. We use our Family Enterprise DNA Model to support both the personal and business agendas of family enterprise leaders and help them succeed across generations.

EY Law

Strategy and Transactions

Tax

Assurance



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## EY Law

Family constitutions dealing with matters unique to a family business

Shareholder agreements

Philanthropy and charitable donations

Family partitions and separation of family businesses and assets

Post Exit - Family Office

Tailored personal estate planning for family business

Wills and Enduring Powers of Attorney

Supply chain and global trade (commercial contracts review, R&D and collaboration agreements)

Technology and information security/ cybersecurity risk

Data protection, privacy and GDPR compliance

Employee health and well-being, talent and workforce e.g. Share Incentive Plans

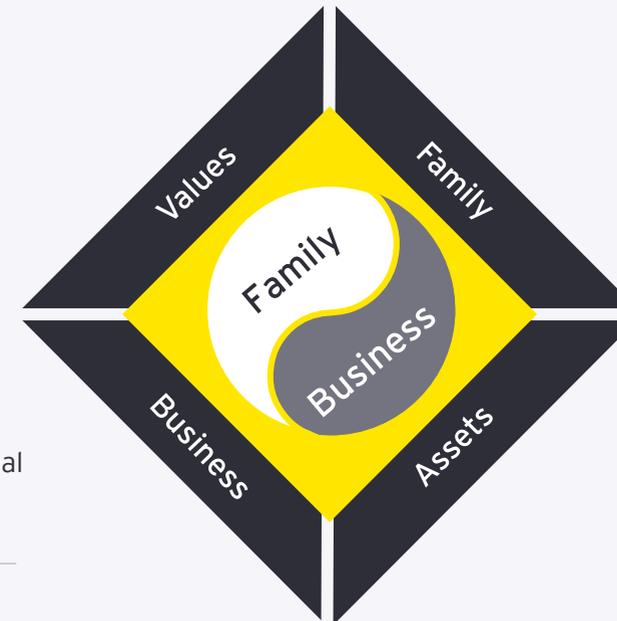
Protecting Intellectual property rights

Capital finance structuring

Acquisitions, disposals and mergers

Taking in new investment including Enterprise Ireland, Private Equity and other

Taking family enterprises public



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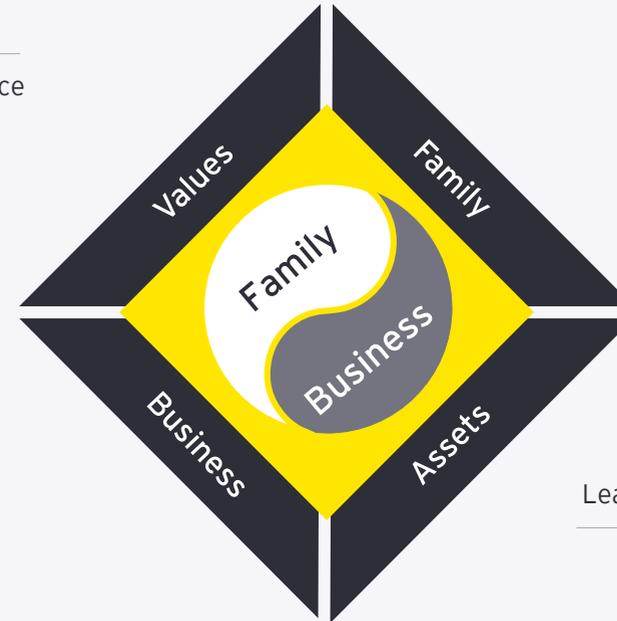
Tax

Assurance

## Strategy and Transactions

Corporate Governance Review  
 Shareholder Agreement Review/Advisory  
 Purpose Assessments  
 ESG Advisory  
 People engagement and workforce resilience

Business Valuation & Business Modelling  
 Working Capital Advisory  
 Strategic Operational Restructuring  
 New Project Feasibility Study  
 Operational Assessment and Improvement  
 Turnaround/Reshaping Results  
 Distressed Corporate Advisory  
 Finance Transformation Vision, Strategy and Operating Model  
 EY Digital Boardroom  
 Sustainable supply chain advisory



Succession Planning  
 Generational ownership transitions  
 Tax valuation & review  
 Pre-disposal  
 Shareholder agreement dispute resolution  
 Valuations for dispute resolution  
 Purpose assessment  
 Legal entity rationalisation  
 Capital Structure Review  
 Capital Allocation Analysis/Modelling/VME  
 Lead Advisory (Minority, Majority, Full Sale, IPO)  
 Management Buy-Out/Management Buy-In  
 Disposals - Sell Side Vendor Due Diligence  
 Acquisitions - Buy-side Financial & Commercial Due Diligence  
 Banking & Debt Advisory  
 (Growth Funding, Dividend Funding etc.)

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EY Law

Strategy and Transactions

**Tax**

Assurance

## Tax

Charitable giving and donations

Tax incentives for sustainable policies and practices

Tax strategy consistent with Values

Reinvestment strategies

Employees

- ▶ Pensions
- ▶ R&D Key employee reward mechanism
- ▶ Share incentive schemes for non family members

R & D tax credit and knowledge development box

Transfer Pricing

Advice on availability of trading deductions and the loss reliefs

Tax optimisation for overseas expansion

Tax Data Analytics

Tax Impact Optimization

Tax Succession:

- ▶ Tax exemptions and reliefs
- ▶ Business and agricultural relief from
- ▶ Retirement relief
- ▶ Revised entrepreneurs' relief

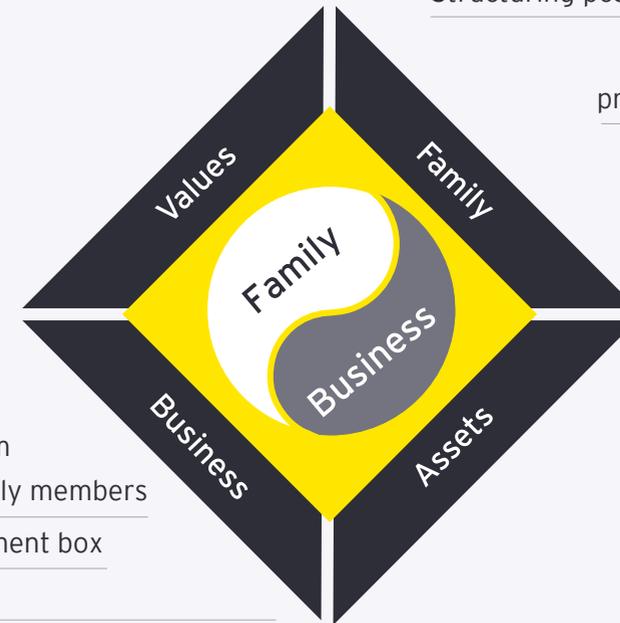
Structuring post exit investments in a tax efficient manner

Use of structures (including trusts and partnerships) for asset protection and preservation of wealth for future generations

Tax succession planning & exiting restructuring to mitigate capital tax

Tax efficient exit strategies

Revenue Recovery Maximisation



- Availability of capital allowances
- Structuring ownership of assets - to include mergers and de-mergers
- Tax efficient leveraging for asset acquisition or other investments

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## Assurance

Financial statement audit services

Grant claim assurance services

Global Compliance & Reporting (GCR)

Succession and exit assurance planning

Governance & audit advice and planning

Legal entity rationalisation

Financial accounting advisory services

Treasury support

Accounting system implementation support

Reporting and Accounting Managed Services

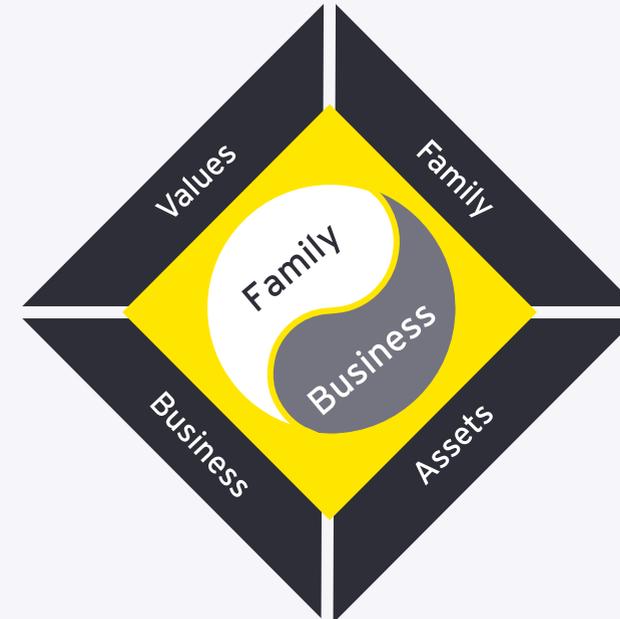
Product Development & Intelligent Pricing

General accepted accounting principles (GAAP) conversion

Accounting change

Sustainable Finance Solutions

Risk Avoidance, Governance and Control



## For more details, contact



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