

The Owner's Exit *Readiness* Scorecard

A quick, honest snapshot of how ready you and your business are for a sale, across six areas. There is no passing grade. The value is in seeing where you stand and where to focus next. Revisit it once a year.

Score each statement

0 = not yet · 1 = partly · 2 = yes, confidently

25 statements

Maximum of 50 points

About 10 minutes

Circle a number, total it on page 2

Personal Financial Readiness

1	I know the after-tax amount I need from my business to be financially independent, with a margin of safety.	0 1 2	
2	I know roughly what percentage of my net worth is tied to the business.	0 1 2	
3	I have meaningful wealth outside the business that does not depend on its performance.	0 1 2	
4	My estate planning documents are current and reflect the present value of the business.	0 1 2	
5	My spouse or partner and I have discussed our goals for life after a transition.	0 1 2	

Retirement Plan Readiness

6	I contributed the maximum allowed for my age to a retirement plan last year.	0 1 2	
7	My company's plan has been reviewed in the past two years with my goals as an owner in mind.	0 1 2	
8	I know whether a safe harbor, profit sharing, or cash balance design could add capacity for me.	0 1 2	
9	I understand what would happen to each of my company's plans in a sale.	0 1 2	

Business Value Readiness

10	I have a current, independent estimate of what my business is worth.	0 1 2	
11	The business could run for 90 days without me without a meaningful drop in performance.	0 1 2	
12	No single customer represents more than about 15 to 20 percent of revenue.	0 1 2	
13	A meaningful share of revenue is recurring or contractual.	0 1 2	
14	My financial statements are reviewed or audited, and my EBITDA adjustments are documented.	0 1 2	
15	I have a capable second layer of leadership with incentives tied to the company's future.	0 1 2	

Legal and Structural Readiness

16	Corporate records, ownership documents, and key contracts are current and organized.	0 1 2	
17	I have a current buy-sell agreement with a realistic valuation method and funding.	0 1 2	
18	Intellectual property, real estate, and employment matters are clean and documented.	0 1 2	

Deal and Tax Readiness

19	I understand the difference between enterprise value and net cash to me.	0 1 2	
20	I know whether an asset sale or a stock sale is more likely for my business, and what that means for my taxes.	0 1 2	
21	I have had a dedicated pre-sale tax planning meeting with my CPA.	0 1 2	
22	I have considered whether charitable or family planning should happen before a sale.	0 1 2	

Life-After Readiness

23	I have a plan for the first 90 days after a liquidity event.	0 1 2	
24	I have a sense of what I want my weeks to look like after I step back.	0 1 2	
25	I know which advisors would be on my team, and they know about each other.	0 1 2	

Your total, out of 50

What your score suggests

40 to 50

You have covered much of the ground. Focus on keeping your plan current and coordinating your team.

25 to 39

You have a solid foundation and some meaningful gaps. Pick the two or three lowest-scoring areas and build a plan for the next 12 months.

Below 25

You have room to make progress. Start with your personal target number and a retirement plan review, because both can move forward this year.

Where to look first

Circle the two sections with the lowest scores. Those are usually the most useful places to start over the next 12 months. Many owners begin with two items: a personal target number (what you need from the sale, after tax) and a review of the company retirement plan, because both can move forward this year.

Talk through your score, free 30 minutes.

Bring this sheet. We go through your lowest sections and you leave with the three things worth looking at next, in writing. Book at oncehub.com/jamesustby · jamesustby.com/scorecard

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