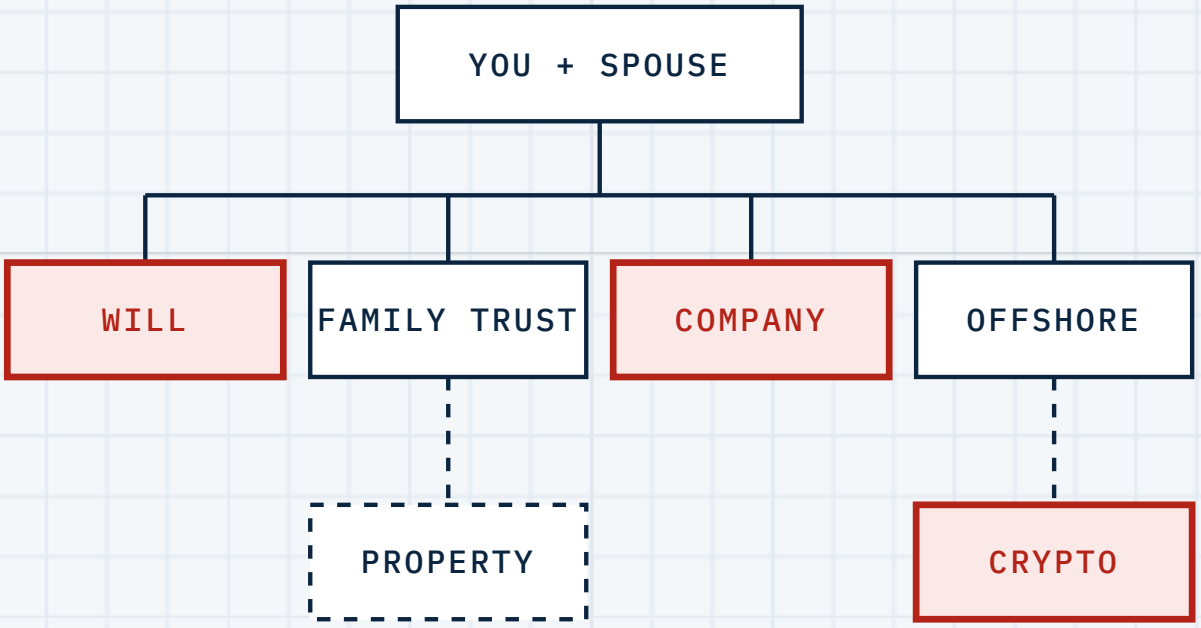
A FREE CHECKLIST · 28 QUESTIONS · 15 MINUTES

The Family Structure Stress Test

Six events break most family structures, and eight more put them under pressure. Run yours through each of them on paper, before life does it for real.

FIG. 1 — YOUR STRUCTURE, AS BUILT



EACH PART MADE SENSE ON THE DAY. NOBODY DESIGNED HOW THEY FIT TOGETHER.

GUSTAV NEETHLING

DRAWING	FAMILY STRUCTURE STRESS TEST
PREPARED BY	GUSTAV NEETHLING
SHEET	1 OF 12

BEFORE YOU START

How it works

A structure is only tested when something happens. This checklist runs yours through the events that test it, on paper, while there is still time to fix what it finds.

01
Answer Yes or No
Every question is worded so that Yes means your structure holds. Be honest; nobody sees this but you.

02
Count your No answers
Tally them per event on the scorecard at the back. "Not sure" counts as a No: not knowing is a gap too.

03
Read your result
Your total says how well the whole structure holds. The events with most No answers are where to start.

THE SIX EVENTS THAT BREAK MOST STRUCTURES

A	Death	B	Incapacity	C	Divorce
D	Emigration	E	Selling the business	F	A market shock

EIGHT MORE PRESSURE POINTS

G SARS review	H Partner exit	I Business fails	J Blended family
K Trustee change	L Digital assets	M Windfall	N Retirement

TIP Answer for the structure you have today, not the one you are planning. Plans don't pay estate duty.

DRAWING
HOW IT WORKS

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GUSTAV NEETHLING

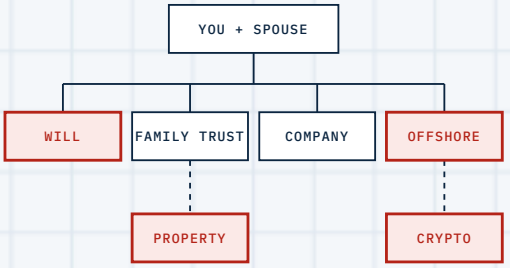
SHEET
2 OF 12

TEST A OF F · 3 QUESTIONS

A Death

Estate duty, CGT, executor's fees and frozen accounts all arrive at once. Can your family pay without selling something, and can your executor find everything you own?

FIG. A — WHERE THIS EVENT HITS



- WILL OUT OF DATE
- NO CASH FOR TAX AND FEES
- NOBODY ELSE HAS THE KEYS

SEEN OFTEN

A will from 2008 that still names a trust wound up in 2019, and no list of where the offshore account, the policies and the crypto keys are.

NO.	QUESTION	YES	NO
A1	**Is there enough cash or life cover to pay estate duty, CGT and executor's fees without selling an asset?** A shortfall forces the sale of the property, the shares or the family home, often at a bad price.	☐	☐
A2	**Is your will dated after your last big change: a sale, a marriage, a new trust, an offshore account?** An old will still governs, but it describes a life that no longer exists.	☐	☐
A3	**Could your executor find every asset from one written list, including offshore accounts, policies and digital wallets?** Assets nobody knows about delay the estate for months, or are lost.	☐	☐

Every No is a gap worth closing. Tally them on the scorecard at the back.

DRAWING
TEST A · DEATH

PREPARED BY
GUSTAV NEETHLING

SHEET
3 OF 12

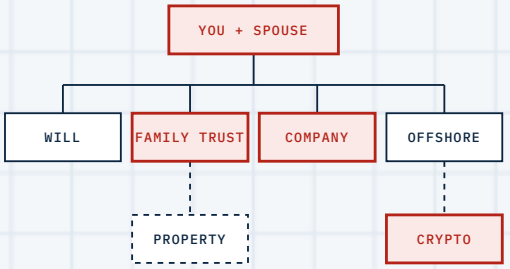
B

ILLNESS, ACCIDENT, DEMENTIA

Incapacity

Who can sign for the companies and the trust, or open your crypto wallets, if you can't? Does income continue, and from where?

FIG. B — WHERE THIS EVENT HITS



SEEN OFTEN

A power of attorney signed years ago, which stops working on the day it is needed most.

- NOBODY CAN SIGN
- INCOME STOPS
- KEYS LOCKED AWAY

NO.	QUESTION	YES	NO
B1	**If you couldn't make decisions tomorrow, is there someone who can sign for each company and trust?** A power of attorney ends when you lose mental capacity, so the companies and trust can stall.	☐	☐
B2	**Would household income continue for at least a year without you working?** Disability is more likely than death before retirement, and often more expensive.	☐	☐
B3	**Can someone you trust reach your passwords and crypto keys, under a process you've written down?** Keys known only to you are lost if you can't use them.	☐	☐

Every No is a gap worth closing. Tally them on the scorecard at the back.

DRAWING
TEST B · INCAPACITY

PREPARED BY
GUSTAV NEETHLING

SHEET
4 OF 12

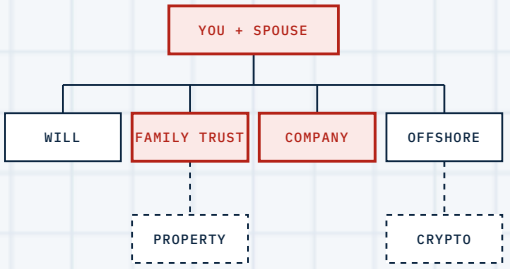
C

YOURS OR YOUR CHILDREN'S

Divorce

What the antenuptial contract, the trust deed and the shareholder agreement each assume, and where they disagree.

FIG. C — WHERE THIS EVENT HITS



SEEN OFTEN

A trust deed and an antenuptial contract drafted ten years apart, each assuming the other says something it doesn't.

- DOCUMENTS DISAGREE
- TRUST LOOKED THROUGH
- INHERITANCE EXPOSED

NO.	QUESTION	YES	NO
C1	**Do your antenuptial contract, trust deed and shareholder agreement agree on who owns what?** Each was drafted at a different time, by a different professional, with different assumptions.	☐	☐
C2	**Is the trust run as a genuinely separate entity, with minutes, its own bank account and trustees who actually decide?** A trust treated as your alter ego can be looked through by a court.	☐	☐
C3	**Would what your children inherit stay in the family if their marriage ended?** The right wording in your will or trust protects an inheritance from a child's divorce.	☐	☐

Every No is a gap worth closing. Tally them on the scorecard at the back.

DRAWING
TEST C · DIVORCE

PREPARED BY
GUSTAV NEETHLING

SHEET
5 OF 12

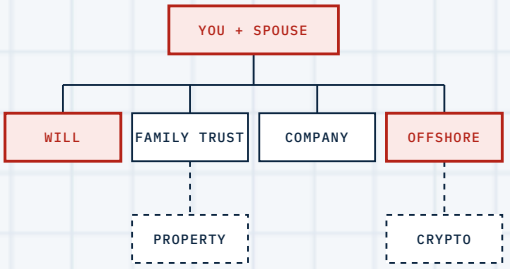
D

YOURS OR A CHILD'S

Emigration

Leaving South Africa, or a child leaving, changes tax residency, exchange control and which country's probate your heirs will face.

FIG. D — WHERE THIS EVENT HITS



SEEN OFTEN

A son in London, a will that only covers South Africa, and nobody who has worked out the exit tax.

- EXIT TAX
- ONE WILL, TWO COUNTRIES
- FOREIGN INHERITANCE RULES

NO.	QUESTION	YES	NO
D1	**Do you know the tax cost of you or a child ceasing South African tax residency?** Leaving triggers a deemed sale of most assets for CGT, payable before you go.	☐	☐
D2	**Do you have a separate will for each country where you own assets?** One will for everything can drag a foreign probate process across the whole estate.	☐	☐
D3	**Do you know which country's inheritance rules your heirs would face?** Some countries override your will with fixed shares for family members.	☐	☐

Every No is a gap worth closing. Tally them on the scorecard at the back.

DRAWING
TEST D · EMIGRATION

PREPARED BY
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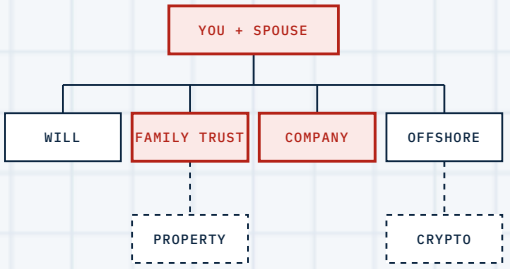
SHEET
6 OF 12

OR A PARTNER LEAVING

E Selling the business

Which entity sells, what it costs in tax, and where the proceeds should land before the money arrives.

FIG. E — WHERE THIS EVENT HITS



SEEN OFTEN

An eight-figure sale paid into a personal account, because nobody decided in advance where the money should go.

- WRONG SELLER
- NO BUY-AND-SELL
- PROCEEDS IN THE WRONG NAME

NO.	QUESTION	YES	NO
E1	**Do you know which entity would sell, and the tax cost of selling from it?** The same sale can cost very different amounts in tax depending on who owns the shares.	☐	☐
E2	**Is there a signed buy-and-sell agreement between the shareholders, funded by cover?** Without one, your family may become partners with people they don't know.	☐	☐
E3	**Have you decided where the proceeds will land before the money arrives?** Money paid into the wrong name is expensive to move later.	☐	☐

Every No is a gap worth closing. Tally them on the scorecard at the back.

DRAWING
TEST E · SELLING THE BUSINESS

PREPARED BY
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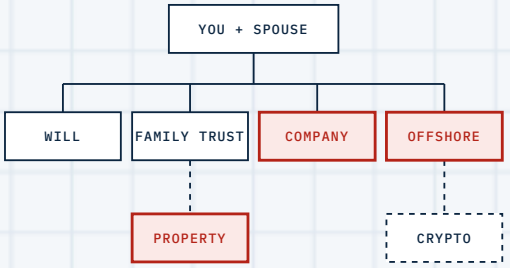
SHEET
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TEST F OF F · 3 QUESTIONS

F A market shock

Whether the plan's rules already answer the 11pm question, so you don't have to decide under stress.

FIG. F — WHERE THIS EVENT HITS



SEEN OFTEN

A sound plan abandoned in a bad month, because nothing about what to do was written down.

- NO WRITTEN RULES
- NO CASH BUFFER
- TOO CONCENTRATED

NO.	QUESTION	YES	NO
F1	**Does your plan say, in writing, what you'll do when markets fall sharply?** Decisions made at 11pm on a bad day are rarely good ones.	☐	☐
F2	**Is at least a year of spending held outside growth investments?** It means you never have to sell growth assets at the bottom.	☐	☐
F3	**Is no single company, property or country carrying too much of your wealth?** Concentration is how one bad year becomes a bad decade.	☐	☐

Every No is a gap worth closing. Tally them on the scorecard at the back.

DRAWING
TEST F · A MARKET SHOCK

PREPARED BY
GUSTAV NEETHLING

SHEET
8 OF 12

Eight more pressure points

Less dramatic than the first six, but they catch out families just as often.

		YES	NO
G	**A SARS review or a change in tax law**		
	SARS and the Master look harder at trusts and offshore money than ever. Reviews arrive years after the decisions they question.		
G1	**Are your trust's tax returns and financial statements up to date?** Behind-schedule trusts are the first thing a review finds.	☐	☐
G2	**Is your trust's beneficial ownership information filed with the Master?** Trusts must now keep and lodge a register of who benefits.	☐	☐
G3	**Could you show where every rand offshore came from?** Source-of-funds questions arrive years after the money moved.	☐	☐
H	**A business partner dies, divorces or falls out**		
	When a co-owner's life changes, the shareholder agreement decides whether the business survives it.		
H1	**Is there a way to value the shares that both sides have already agreed?** Valuation disputes are where partnerships end badly.	☐	☐
I	**The business fails**		
	Personal suretyships quietly turn business debt into family debt.		
I1	**Do you have a list of every personal suretyship you've signed for business loans and leases?** Suretyships make business debt your personal debt.	☐	☐
J	**Remarriage or a blended family**		
	A new spouse and children from an earlier marriage need a will written for the family you have now.		
J1	**Does your will provide for a new spouse and children from an earlier marriage in the way you intend?** Blended families are where unclear wills cause the deepest damage.	☐	☐

DRAWING
PRESSURE POINTS G–J

PREPARED BY
GUSTAV NEETHLING

SHEET
9 OF 12

Eight more, continued

Trustees, digital assets, windfalls and retirement.

		YES	NO
K	**A trustee dies, resigns or disagrees**		
	A trust is only as strong as the people running it, and the paper trail they keep.		
K1	**Do the trustees actually meet and record their decisions?** Unminuted decisions are hard to defend later.	☐	☐
L	**Digital assets and crypto**		
	Digital assets are the easiest part of an estate to lose completely.		
L1	**Is there a written record of every exchange, wallet and platform you use?** Your family can't claim what they can't find.	☐	☐
M	**An inheritance or windfall arrives**		
	Where money lands when it arrives decides who it really belongs to later.		
M1	**Do you know which person or entity should receive it before it arrives?** Received in your own name, it adds to your estate and your estate duty.	☐	☐
N	**Retirement**		
	The order you draw from your pots can change your lifetime tax bill.		
N1	**Do you know which pot you'll draw from first, and the tax on each?** The order of withdrawals can change your lifetime tax bill.	☐	☐

SCORECARD

Your scorecard

Write the number of No answers for each event, then add them up.

	EVENT	QUESTIONS	YOUR NO'S
A	Death	3	
B	Incapacity	3	
C	Divorce	3	
D	Emigration	3	
E	Selling the business	3	
F	A market shock	3	
G	A SARS review or a change in tax law	3	
H	A business partner dies, divorces or falls out	1	
I	The business fails	1	
J	Remarriage or a blended family	1	
K	A trustee dies, resigns or disagrees	1	
L	Digital assets and crypto	1	
M	An inheritance or windfall arrives	1	
N	Retirement	1	
	Total	28	

0–5 No's

Designed

Your structure holds up well. Review it every three years, or after any big change.

6–12 No's

Strained

It works for today, but some events would hurt. Worth fixing this year.

13 or more No's

Built, not designed

Each part made sense on the day; together they don't hold. Start with a Structure Review.

DRAWING
SCORECARD

PREPARED BY
GUSTAV NEETHLING

SHEET
11 OF 12

WHAT NEXT

Found a few gaps? That's what the Structure Review is for.

One fixed-fee piece of work that shows you, on paper, how everything you own fits together, where it doesn't, and what to fix first. Your accountant and attorney get clear next steps; nothing is sold to you along the way.



GUSTAV NEETHLING · IN FINANCIAL SERVICES SINCE 2005

01	02	03	04
Map	**Test**	**Redesign**	**Build**
Every company, trust, policy, account and document, drawn as one structure.	The structure run through the events in this checklist, in tax, cash and time.	What to change, in what order, and what it saves or protects.	A clear brief for your accountant and attorney to implement.

FIXED FEE

R16,000

DELIVERED IN

5 days

business days

HOW TO START

Send a short introduction request. I reply personally within two working days.

Request an introduction

Bring this checklist to the first conversation.

gustavneethling.com

This checklist is general information, not financial, tax or legal advice for your situation. Gustav Neethling is a representative of TFE Financial Services (Pty) Ltd, an authorised financial services provider, FSP 43749.

DRAWING
STRUCTURE REVIEW

PREPARED BY
GUSTAV NEETHLING

SHEET
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