

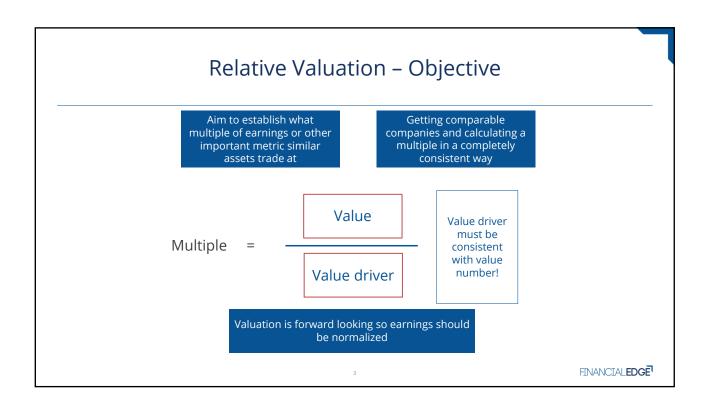


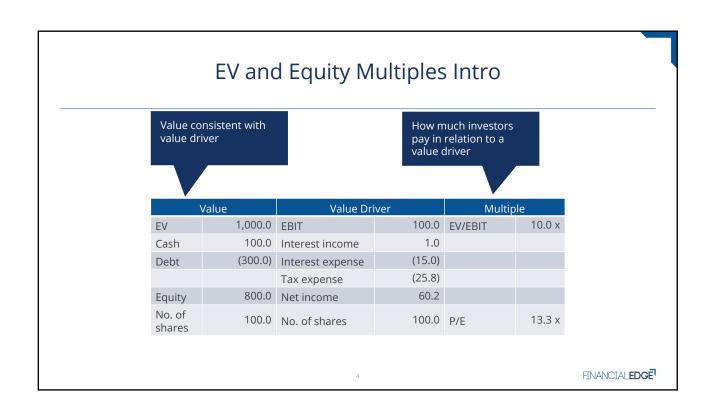
Contents

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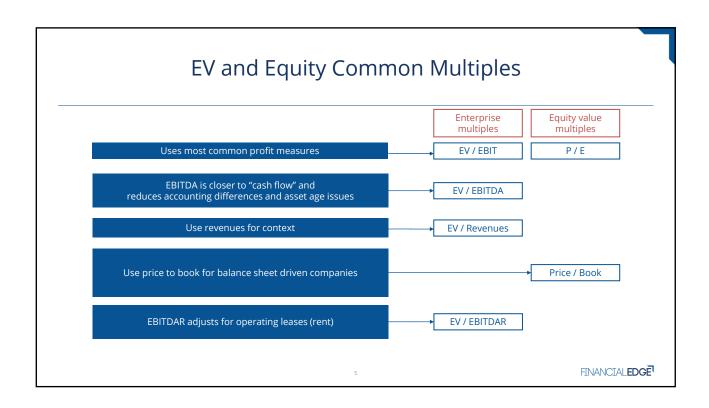
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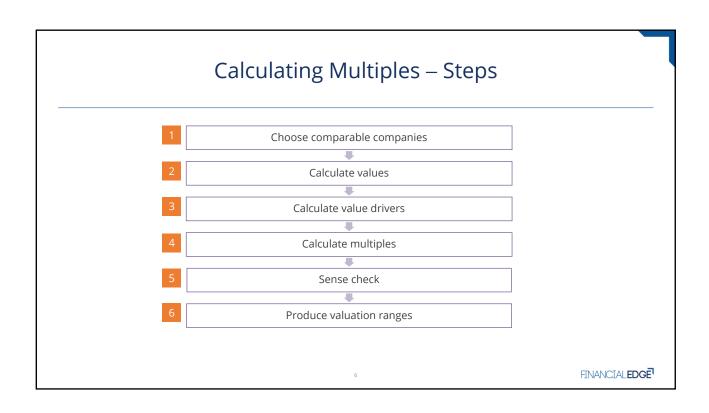




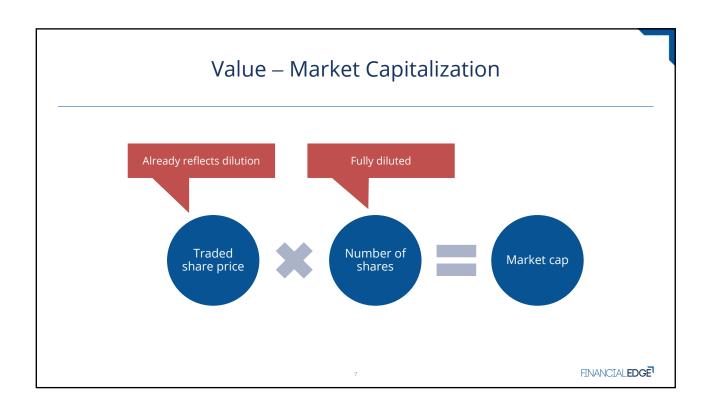


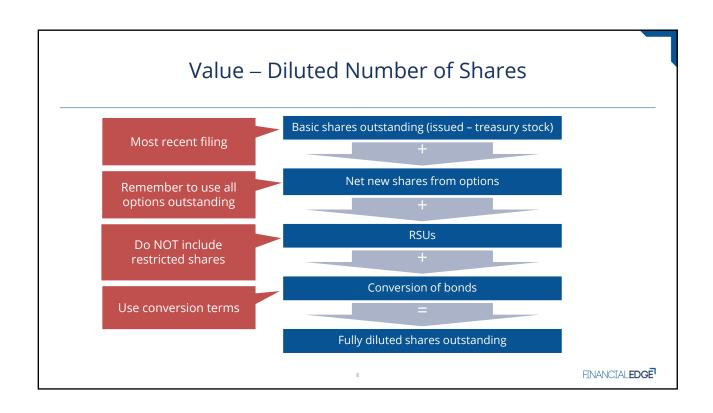














Value – Dilution

| Dilutive instruments | | | | | | |
|------------------------|---------------------------------|-------------------|--|--|--|--|
| Employee stock options | Restricted share units | Convertible bonds | | | | |
| Adjustment | | | | | | |
| Treasury method | Treasury method with strike = 0 | "As if converted" | | | | |

Treasury method

Net dilution

 $Number of Options \ Outstanding * Max \left[0, \frac{Price - Strike}{Price} \right]$

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Value – Treasury Method Example

| | Number of Shares | | Weighted Average Exercise Price |
|--------------------------------|---------------------|----|--|
| Outstanding, January 1, 2014 | 2,644,388 | \$ | 88.08 |
| Granted | 362,721 | \$ | 187.21 |
| Exercised | (758,299) | \$ | 75.18 |
| Forfeited/Expired | (27,629) | \$ | 140.54 |
| Outstanding, December 31, 2014 | 2,221,181 | \$ | 108.01 |
| Vested or expected to vest, | | | |
| December 31, 2014 | 2,171,513 | \$ | 107.71 |
| Exercisable, December 31, 2014 | 641 502 | ¢ | 66.70 |

Generally use options outstanding rather than exercisable

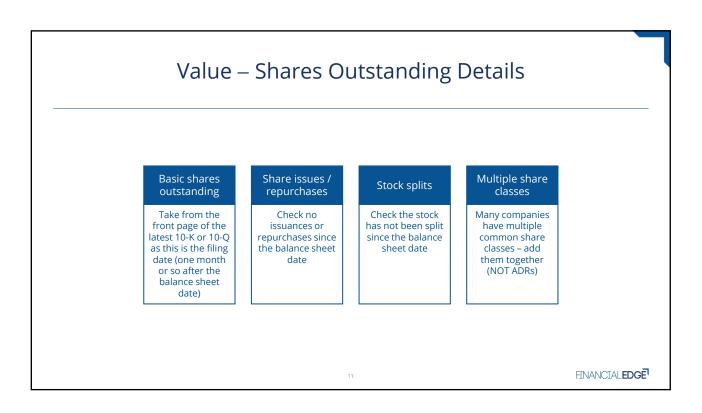
Treasury method

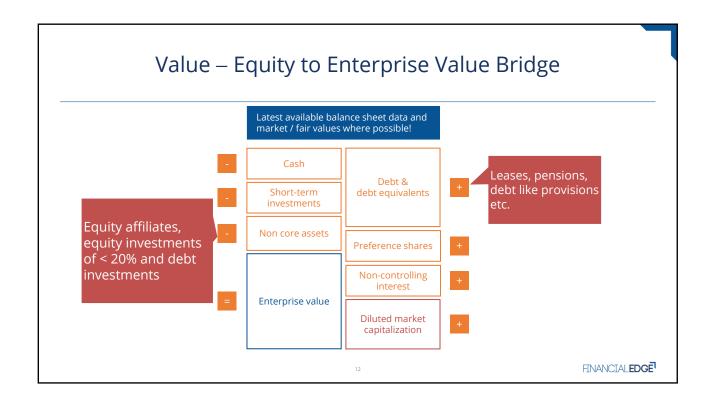
Net dilution

 $= 2,221,181 * Max \left[0, \frac{117.16 - 108.01}{117.16}\right] = 173,470.5$

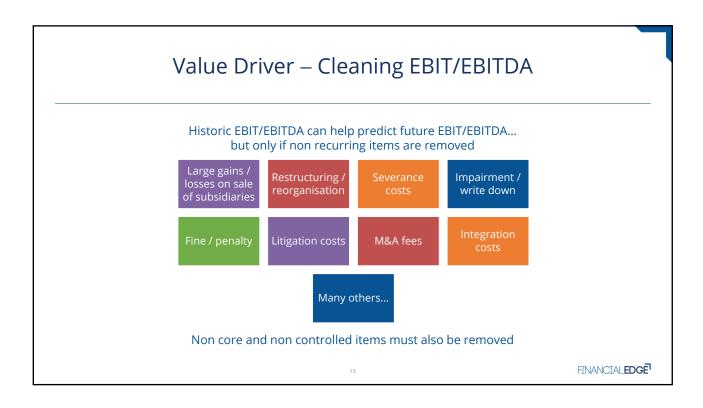
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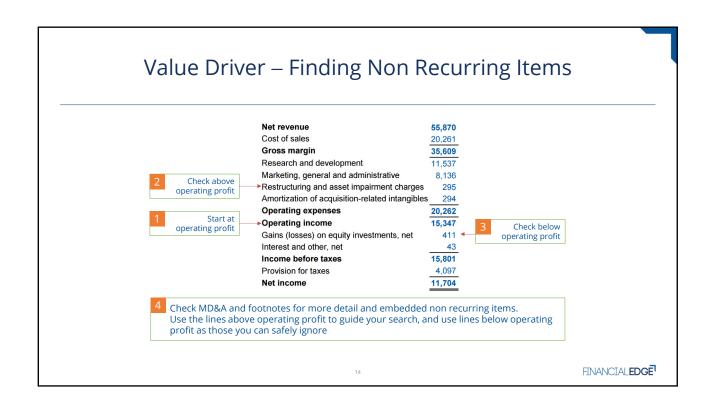




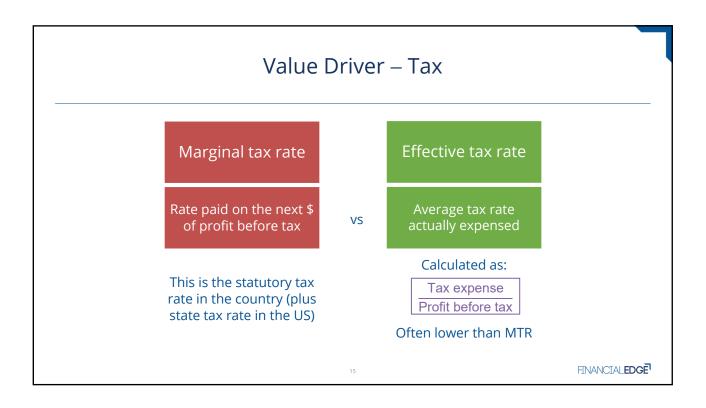


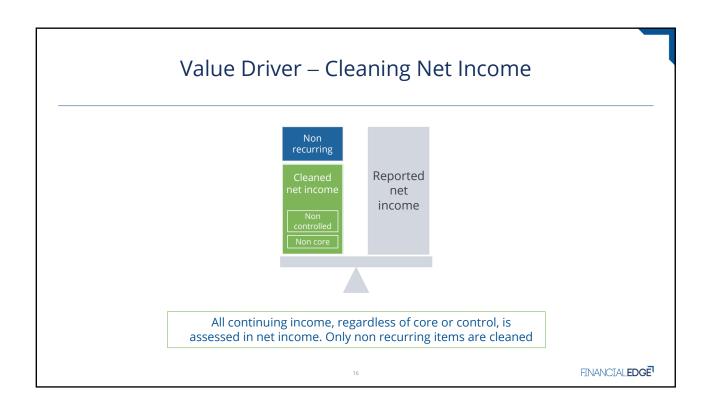






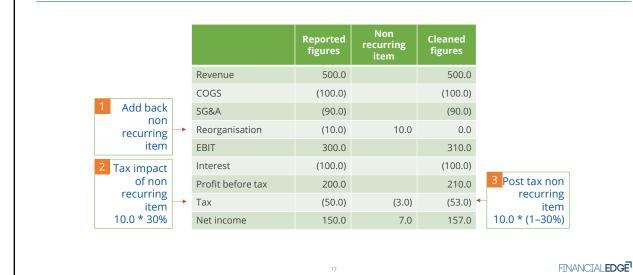








Value Driver – Cleaning Net Income



Value Driver – Cleaning ETR

Non recurring items distort ETR. To forecast ETR it must be cleaned. Reverse out the non recurring item and recalculate ETR $\,$

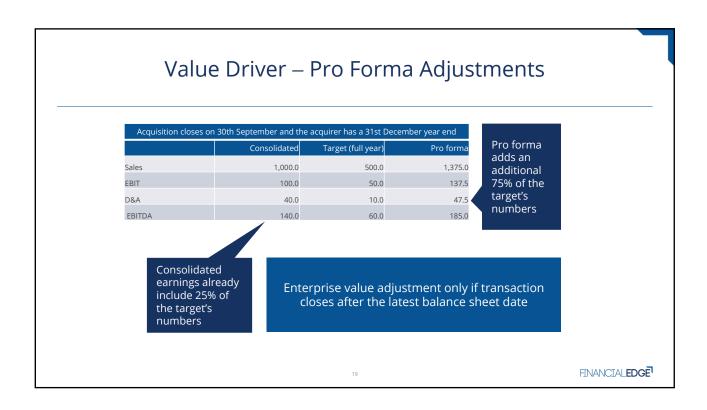
| | Reported figures | Non recurring item | Cleaned figures |
|-------------------|------------------|--------------------|-----------------|
| Profit before tax | 200.0 | | 210.0 |
| Tax | (50.0) | (3.0) | (53.0) |
| Net income | 150.0 | 7.0 | 157.0 |
| | | | |
| ETR | 25.0% | | 25.2% |

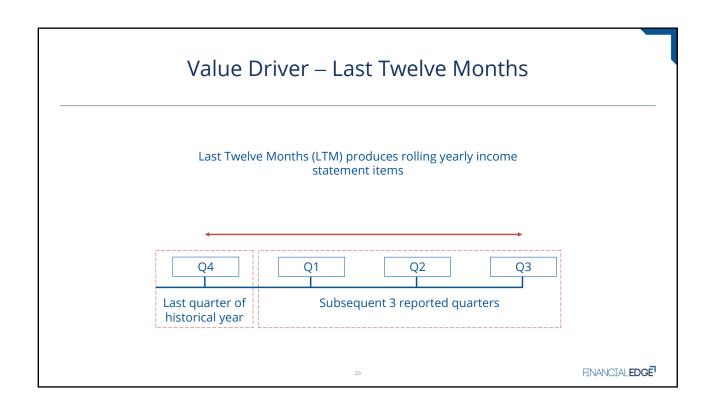
50.0 / 200.0

53.0 / 210.0

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Value Driver – Last Twelve Months The quarterly reports can be used to calculate last twelve months numbers Company A 164.6 Sales COGS 40.9 125.0 116.1 102.0 112.0 25.5 29.6 Gross profit 23.0 43.0 5.8 11.3 48.5 Annual Old Q New Q FINANCIAL**EDGE**

