

# ROAD TO EQUITY VALUE

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| DCF value of operations                  | 10,000        |
|--|---------------|
| Excess cash and marketable securities    | 50            |
| Excess real estate                       | 25            |
| Investments in nonconsolidated companies | 270           |
| Financial subsidiary                     | 250           |
| Tax loss carryforwards                   | 12            |
| Discontinued operations                  | 40            |
| <b>Enterprise value</b>                  | <b>10,647</b> |

## Adjustments

**+ Non-operating assets**

| Claims against enterprise value |              |
|---------------------------------|--------------|
| Bank loans                      | (1,250)      |
| Bonds                           | (550)        |
| Long-term operating provisions  | (50)         |
| Nonoperating provisions         | (75)         |
| Operating leases                | (50)         |
| Unfunded retirement obligations | (200)        |
| Contingent liabilities          | (40)         |
| Convertible debt                | (200)        |
| Preferred stock                 | (100)        |
| Employee stock options          | (50)         |
| Noncontrolling interests        | (150)        |
| <b>Equity value</b>             | <b>7,932</b> |

**- Interest bearing debt**

**- Debt equivalents**

**- Hybrid claims and non controlling interests**