LEVEL II SCHWESER'S QuickSheet CRITICAL CONCEPTS FOR THE 2025 CFA® EXAM

QUANTITATIVE METHODS

MULTIPLE REGRESSION

Coefficient of Determination, R²

 $R^2 = \frac{\text{total variation} - \text{unexplained variation}}{\text{total variation}}$

$$=\frac{\text{SST} - \text{SSE}}{\text{SST}} = \frac{\text{explained variation}}{\text{total variation}} = \frac{\text{RSS}}{\text{SST}}$$

 $MSE = \frac{SSE}{n - k - 1}; MSR = \frac{RSS}{k}; R^2 = \frac{RSS}{SST}$

Adjusted R²

 $R_a^2 = 1 - \left[\left(\frac{n-1}{n-k-1} \right) \times (1-R^2) \right]$

Akaike's information criterion (AIC) and Schwarz's Bayesian information criteria (BIC):

AIC is used if the goal is to have a better forecast, while BIC is used if the goal is a better goodness of fit. Lower values of each are better.

$$AIC = n \times ln\left(\frac{SSE}{n}\right) + 2(k+1)$$
$$BIC = n \times ln\left(\frac{SSE}{n}\right) + ln(n) \times (k+1)$$

F-statistic to evaluate nested models:

$$F = \frac{\left(SSE_{R} - SSE_{U}\right) / q}{\left(SSE_{U}\right) / (n - k - 1)}$$

with q and (n-k-1) degrees of freedom.

F-test statistic to evaluate overall model fit:

$$F = \frac{(RSS_{U}) / k}{(SSE_{U}) / (n - k - 1)}$$

Model Misspecification

- Omitting a variable (that should be included).
- Variable should be transformed (for linearity).
- Inappropriate scaling of the variable.
- Incorrectly pooling data (e.g., different regimes).

Regression Analysis—Problems

- Heteroskedasticity: Non-constant error variance. Detect with scatter plots or Breusch–Pagan test. Correct with White-corrected standard errors.
- Autocorrelation: Correlation among error terms. Detect with Durbin–Watson (DW) test or Breusch–Godfrey (BG) test. Correct using robust (Newey–West corrected) standard errors.
- **Multicollinearity:** High correlation among Xs. (F-test significant, t-tests insig.). Detect using VIF. Correct by dropping correlated X variables.

Variance inflation factor (VIF) to quantify multicollinearity: $VIF_i = 1 / (1 - R_i^2)$

Logistic regression (logit) models:

$$ln\left(\frac{p}{1-p}\right) = b_0 + b_1X_1 + b_2X_2 + ... + \varepsilon$$

odds = e[§]

$$P = odds / (1 + odds) = 1 / (1 + e^{-\hat{y}})$$

Likelihood ratio (LR) test for logistic regressions: LR = -2 (log likelihood restricted model $-\log$ likelihood unrestricted model)

TIME-SERIES ANALYSIS

Linear trend model: $y_t = b_0 + b_1 t + \varepsilon_t$ Log-linear trend model: $\ln(y_t) = b_0 + b_1 t + \varepsilon_t$ **Covariance stationary:** Mean and variance stable over time. To conclude a time series is covariance stationary: (1) plot data, (2) regress an AR model and test correlations, or (3) do Dickey-Fuller test.

Unit root: Coeff on lagged dependent variable = 1. Series with unit root is not covariance stationary. First differencing will often eliminate the unit root.

Autoregressive (AR) model: Specified correctly if autocorrelation of residuals not significant.

Mean-reverting level for AR(1) = $\frac{b_0}{(1-b_0)}$

RMSE: Square root of average squared error.

Random Walk Time Series: $x_r = x_{r-1} + \varepsilon_r$

Seasonality: Indicated by statistically significant lagged error term. Correct by adding lagged term.

ARCH: Detected by estimating ARCH(1) model:

$$\varepsilon_t^2 = a_0 + a_1 \varepsilon_{t-1}^2 + \mu_t$$

Variance of ARCH series:

$$\hat{\sigma}_{t+1}^2 = \hat{a}_0^{} + \hat{a}_1^{} \hat{\epsilon}_t^2$$

MACHINE LEARNING

Supervised learning: Algorithm uses labeled training data to model relationships.

Unsupervised learning: Algorithm uses unlabeled data to determine the structure of the data.

Deep learning algorithms: E.g., neural networks and reinforced learning. Learn from their own prediction errors. Used in image recognition, etc.

BIG DATA PROJECTS

Preparing Data

Normalization: Scales values between 0 and 1.

normalized
$$X_i = \frac{X_i - X_{min}}{X_{max} - X_{min}}$$

Standardization: Centered at 0; scaled as std devs.

standardized
$$X_i = \frac{X_i - \mu}{\sigma}$$

Fit of a Machine Learning Algorithm

$$precision (P) = \frac{true \text{ positives}}{(true \text{ positives} + \text{ false positives})}$$

recall (R) =
$$\frac{\text{fruc positives}}{(\text{true positives} + \text{false negatives})}$$

$$accuracy = \frac{(true \text{ positives} + true \text{ negatives})}{(all \text{ positives and negatives})}$$

 $\begin{array}{l} \textbf{F1 score} = (2 \times P \times R) \ / \ (P + R) \\ \textbf{true positive rate (TPR)} = TP \ / \ (TP + FN) \\ \textbf{false positive rate (FPR)} = FP \ / \ (FP + TN) \end{array}$

Receiver operating characteristic (ROC): Shows tradeoff between false positives and true positives.

$$RMSE = \sqrt{\frac{\sum_{i=1}^{n} (predicted_{i} - actual_{i})}{n}}$$

ECONOMICS

CURRENCY EXCHANGE RATES

Bid-ask spread = ask quote - bid quote Cross rates with bid-ask spreads:

$$\begin{split} & \left(\frac{A}{C}\right)_{\rm bid} = \left(\frac{A}{B}\right)_{\rm bid} \times \quad \left(\frac{B}{C}\right)_{\rm bid} \\ & \left(\frac{A}{C}\right)_{\rm offer} = \left(\frac{A}{B}\right)_{\rm offer} \times \quad \left(\frac{B}{C}\right)_{\rm offer} \end{split}$$

Currency arbitrage: "Up the bid and down the ask." Forward premium = (forward price) - (spot price) Value of fwd currency contract prior to expiration:

$$V_{t} = \frac{(FP_{t} - FP)(contract size)}{\left[1 + R_{A}\left(\frac{days}{360}\right)\right]}$$

Covered interest rate parity:

$$F = \frac{\left[1 + R_{A}\left(\frac{days}{360}\right)\right]S_{0}}{\left[1 + R_{B}\left(\frac{days}{360}\right)\right]}$$

Uncovered interest rate parity:

 $\mathrm{E(\%\Delta S)}_{\mathrm{(A/B)}} = \mathrm{R}_{\mathrm{A}} - \mathrm{R}_{\mathrm{B}}$

Fisher relation:

 $R_{nominal} = R_{real} + E(inflation)$

International Fisher relation:

$$R_{nominal A} - R_{nominal B} = E(inflation_A) - E(inflation_B)$$

Relative purchasing power parity: High inflation rates lead to currency depreciation.

 $\%\Delta S_{(A/B)} = \text{inflation}_{(A)} - \text{inflation}_{(B)}$ where: $\%\Delta S_{(A/B)} = \text{change in spot price } (A/B)$

Profit on FX carry trade = interest differential – change in the spot rate of investment currency

Mundell-Fleming model: Impact of monetary & fiscal policies on interest rates & exchange rates.

Dornbusch overshooting model: Restrictive monetary policy \rightarrow short-term appreciation of currency, then slow depreciation to PPP value.

ECONOMIC GROWTH

Cobb-Douglas production function

$$V = T K \alpha I (1-\alpha)$$

 $Y = I K^{\alpha} L^{(1-\alpha)}$

Labor productivity:

output per worker $Y/L = T(K/L)^{\alpha}$

Growth accounting:

- growth rate in potential GDP
 - = long-term growth rate of technology
 - $+ \alpha$ (long-term growth rate of capital)
 - + (1 α) (long-term growth rate of labor)
- growth rate in potential GDP
- = long-term growth rate of labor force
 - + long-term growth in labor productivity
- Classical Growth Theory
- Real GDP/person reverts to subsistence level.

Neoclassical Growth Theory

- Sustainable growth rate is a function of population growth, labor's share of income, and the rate of technological advancement.
- Growth rate in labor productivity driven only by improvement in technology.

$$g^* = \frac{\theta}{(1-\alpha)}$$
 $G^* = \frac{\theta}{(1-\alpha)} + \Delta L$

Endogenous Growth Theory

- Investment in capital can have constant returns.
- \uparrow in savings rate \rightarrow permanent \uparrow in growth rate.
- R&D expenditures \u03c1 technological progress.

FINANCIAL STATEMENT ANALYSIS

INTERCORPORATE INVESTMENTS Accounting for Intercorporate Investments

Investment in financial assets: <20% owned, no significant influence.

- · Amortized cost on balance sheet; interest and realized gain/loss on income statement.
- FVOCI at FMV with gains/losses in equity on B/S; dividends, interest on I/S.
- FVPL at FMV; dividends, interest, realized and unrealized gains/losses on I/S.

Investments in associates: 20%-50% owned, significant influence. With equity method, pro rata share of the investee's earnings increases B/S investment account, also in I/S. Dividends received decrease investment account (div. not in I/S).

Business combinations: >50% owned, control. Acquisition method required under U.S. GAAP and IFRS. Goodwill not amortized, subject to annual impairment test. All assets, liabilities, revenue, and expenses of subsidiary are combined with parent, excluding intercomp. trans. If <100%, minority interest account for share not owned.

Joint venture: 50% shared control. Equity method.

Financial Effect of Choice of Method

Equity, acquisition, & proportionate consolidation: • All three methods report same net income.

- Assets, liabilities, equity, revenues, and expenses
- higher under acquisition vs. equity method.

IFRS AND U.S. GAAP DIFFERENCES

Fair value accounting, investment in associates: IFRS - Only for venture capital, mutual funds, etc. U.S. GAAP - Fair value accounting allowed for all.

Goodwill:

· IFRS permits either "partial goodwill" or "full goodwill." U.S. GAAP requires full goodwill.

Goodwill impairment processes:

IFRS – 1 step (recoverable amount vs. carrying value). U.S. GAAP – 2 steps (identify; measure amount).

Acquisition method contingent asset recognition: IFRS - Contingent assets are not recognized. U.S. GAAP – Recognized; recorded at fair value.

Prior service cost: IFRS - Recognized as an expense in P&L. U.S. GAAP - Reported in OCI; amortized to P&L.

Actuarial gains/losses:

IFRS – Remeasurements in OCI and not amortized. U.S. GAAP - OCI, amortized with corridor approach.

Dividend/interest income and interest expense: IFRS - Either operating or financing cash flows. U.S. GAAP - Classify as operating cash flow.

EMPLOYEE COMPENSATION

Stock Grant

number of treasury shares = assumed proceeds \div average share price during the reporting period

assumed proceeds = cash proceeds + average unrecognized share-based compensation expense

Pension Accounting

- Ending PBO = beginning PBO + interest cost + current service cost + past service cost
- +/- actuarial losses/gains benefits paid

Balance Sheet

• Funded status = fair value of plan assets - PBO = balance sheet asset under GAAP and IFRS.

Income Statement

- IFRS & GAAP differ on periodic pension cost. • Under GAAP, periodic pension cost in P&L = service $cost + interest cost \pm amortization of$
- actuarial (gains) and losses + amortization of past service cost - expected return on plan assets.
- Under IFRS, reported pension expense = service cost + past service cost + net interest expense.
- Under IFRS, discount rate = expected rate of return on plan assets.
- GAAP interest cost = discount rate \times begin. PBO

IFRS net interest income (expense)

= discount rate × beginning funded status

MULTINATIONAL OPERATIONS

Multinational Operations: Choice of Method

For self-contained subsidiary, functional \neq presentation currency; use current rate method:

- Assets/liabilities at current rate.
- Common stock at historical rate.
- Income statement at average rate.
- Exposure = shareholders' equity.
- Dividends at rate when paid.

For integrated subsidiary, functional = presentation currency, use temporal method:

- Monetary assets/liabilities at current rate.
- Nonmonetary assets/liabilities at historical rate.
- Sales, SGA at average rate. •
- COGS, depreciation at historical rate.

• Exposure = monetary assets - monetary liabilities. Net asset position & depr. foreign currency = loss. Net liab. position & depr. foreign currency = gain.

Original Financial Statements vs. All-Current

- Pure B/S and I/S ratios unchanged.
- If LC depreciating (appreciating), translated mixed ratios will be larger (smaller).

Hyperinflation: GAAP vs. IFRS Hyperinfl. = cumulative inflation > 100% over 3 yrs. GAAP: use temporal method. IFRS: 1st, restate foreign curr. st. for infl. 2nd, translate with current rates. Net purch. power gain/loss reported in income.

ANALYSIS OF FINANCIAL INSTITUTIONS

Financial institutions differ from other companies due to systemic importance and regulated status.

Basel III: Minimum levels of capital and liquidity.

CAMELS: Capital adequacy, Asset quality, Management, Earnings, Liquidity, and Sensitivity.

liquidity coverage ratio -	highly liquid assets	
inquidity coverage ratio -	expected cash outflow	
net stable funding ratio =	available stable funding	
	required stable funding	
Insurance Company Key Ratios		

Underwriting loss ratio

claims paid $+ \Delta$ loss reserves net premium earned

Expense ratio

underwriting expenses incl. commissions net premium written

Loss and loss adjustment expense ratio

loss expense + loss adjustment expense net premiums earned

Dividends to policyholders ratio

= dividends to policyholders

net premiums earned Combined ratio after dividends

= combined ratio + divs to policyholders ratio

Total investment return ratio = total investment income / invested assets

QUALITY OF FINANCIAL REPORTS

Beneish model: Detects earnings manipulation using eight variables. M-score > -1.78 (i.e., less negative) \rightarrow potential earnings manipulation.

High-quality earnings are:

1. Sustainable: Expected to recur in future periods. 2. Adequate: To cover the company's cost of capital.

Earnings mean reversion: Faster for accruals-based earnings, especially if accruals are discretionary.

Indicators of Balance Sheet Quality: Unbiased measurement; completeness; clarity of presentation.

INTEGRATION OF FSA TECHNIQUES ROE decomposed (extended DuPont equation)

	Tax	Interest	EBIT
	Burden	Burden	Margin
DOF -	_ NI _	EBT 🗸	EBIT 、
ROE -	$\overline{\text{EBT}}$ ^	EBIT ^	revenue

Total Asset		Financial
Turnover		Leverage
revenue average assets	\times	average asset
		average equit

Accruals Ratio (balance sheet approach)

ccruals ratio^{BS} =
$$\frac{(\text{NOA}_{\text{END}} - \text{NOA}_{\text{BEG}})}{(\text{NOA}_{\text{END}} + \text{NOA}_{\text{BEG}})/2}$$

Accruals Ratio (cash flow statement approach)

accruals ratio^{CF} =
$$\frac{(\text{NI} - \text{CFO} - \text{CFI})}{(\text{NOA}_{\text{END}} + \text{NOA}_{\text{BEG}})/2}$$

cash generated from operations (CGO)

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= operating cash flow + cash interest + cash taxes
= EBIT + noncash charges -\uparrow working capital
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RATIOS USED IN FINANCIAL ANALYSIS current ratio $= \frac{\text{current assets}}{\text{current liabilities}}$

quick ratio = $\frac{cash + marktbl. securities + receivables}{cash + marktbl. securities + receivables}$ current liabilities $\operatorname{cash ratio} = \frac{\operatorname{cash} + \operatorname{marketable securities}}{\operatorname{cash ratio} = \frac{\operatorname{cash} + \operatorname{marketable securities}}{\operatorname{cash ratio} = \frac{\operatorname{cash} + \operatorname{marketable securities}}{\operatorname{cash ratio} = \frac{\operatorname{cash} + \operatorname{marketable securities}}{\operatorname{cash} + \operatorname{marketable securities}}$ current liabilities daily cash expenditures annual sales receivables turnover = average receivables

cost of goods sold inventory turnover = average inventory

days of sales outstanding = $\frac{363}{\text{receivables turnover}}$

number of days payables = $\frac{333}{\text{payables turnover ratio}}$

total asset turnover =

fixed asset turnover =

gross profit margin = $\frac{\text{gross profit}}{\text{result}}$

net profit margin = $\frac{\text{net income}}{\text{revenue}}$

operating profit margin = $\frac{\text{operating profit}}{\text{revenue}}$

revenue

average total assets

revenue

average fixed assets

EBIT

net sales

interest coverage ratio $= \frac{\text{EDTT}}{\text{interest expense}}$ return on assets = $\frac{1100}{1000}$ average total assets financial leverage ratio = $\frac{\text{total assets}}{\text{total equity}}$ dividends paid payout ratio = $\frac{\text{unterm}}{\text{net income}}$ retention ratio = 1- payout ratio earnings per share net income - preferred dividends average common shares outstanding book value per share

common stockholders' equity

total number of common shares outstanding

CORPORATE ISSUERS

DIVIDENDS AND SHARE REPURCHASES

Effective tax rate = corporate tax rate $+ (1 - \text{corporate tax rate}) \times (\text{individual tax rate})$

Target Payout Adjustment Model

expected increase in dividends =

 $\begin{pmatrix} \text{expected} & \text{target} \\ \text{earnings} & \text{payout} \\ \text{ratio} \end{pmatrix} - \begin{pmatrix} \text{previous} \\ \text{dividend} \end{pmatrix} \times \begin{pmatrix} \text{adjustment} \\ \text{factor} \end{pmatrix}$ $adjustment \ factor = 1 \ / \ years \ of \ adjustment$

Dividend Coverage Ratios

dividend coverage = net income / dividends

- FCFE coverage ratio
- = FCFE / (dividends + share repurchases)

Share Repurchases

- Share repurchase is equivalent to cash dividend, assuming equal tax treatment.
- Unexpected share repurchase is good news. Rationale: (1) tax advantages, (2) share price support, (3) increase flexibility, (4) offsetting dilution by stock options, and $(5) \uparrow$ leverage.

ESG CONSIDERATIONS

Board of directors can be structured either as a 1-tier board of internal (executive) and external (non-executive) directors, or a 2-tier board (management board overseen by supervisory board).

CEO duality: CEO is also chairperson of the board.

ESG-related risk exposures: In fixed-income analysis, ESG considerations are primarily concerned with downside risk. In equity analysis, both upside opportunities and downside risk are considered.

COST OF CAPITAL: ADVANCED TOPICS Grinold-Kroner model:

 $ERP = [DY + \Delta P/E + i + G - \Delta S] - r_{f}$

Cost of equity based on DDM: cost of equity (r_) = dividend yield (DY) + capital gains yield (CGY) Fama-French model: required return of stock $= r_{f} + \beta_{1} ERP + \beta_{2} SMB + \beta_{3} HML$

Five-factor Fama-French extended model: required return of stock = $r_f + \beta_1 ERP + \beta_2 SMB$ $+\beta_3$ HML $+\beta_4$ RMW $+\beta_5$ CMA

Expanded CAPM: required return $= r_f + \beta_{peer} \times ERP + \hat{S}P + SCRP$ Build-up approach: required return

 $= r_{\epsilon} + ERP + SP + IP + SCRP$

CORPORATE RESTRUCTURING

Actions can include **investment** (to increase the size and scope), divestment (to decrease size or scope), or restructuring (to improve performance).

Investment actions include equity investments, joint ventures, and acquisitions to pursue growth, synergies, or undervalued targets.

Divestment actions, including sales and spin-offs, are made to increase growth or profitability or reduce risk.

Restructuring actions: Cost cutting, balance sheet restructurings, reorganizations. To improve ROIC. Materiality is defined by both size and fit. Large actions are greater than 10% of EV. Fit refers to the alignment between the action and expectations.

Valuation methods for corporate restructurings include comparable company, comparable transaction, and premium paid analysis.

EQUITY

EQUITY VALUATION

Porter's Five Forces of Industry Structure

- Rivalry (intra-industry)
- Threat of new entrants
- Threat of substitutes
- Bargaining power of suppliers
- Bargaining power of buyers

DISCOUNTED DIVIDEND VALUATION

Discounted Cash Flow (DCF) Methods

Use dividend discount models (DDM) when:

- Firm has dividend history.
- Dividend policy is related to earnings.
- Minority shareholder perspective.

Use free cash flow (FCF) models when:

- Firm lacks stable dividend policy.
- · Dividend policy not related to earnings.
- FCF is related to profitability.
- Controlling shareholder perspective.

Use residual income (RI) when:

- Firm lacks dividend history.
- Expected FCF is negative.

Gordon Growth Model (GGM)

Assumes perpetual dividend growth rate:

$$V_0 = \frac{D_0(1+g)}{r-g} = \frac{D_1}{r-g}$$

Most appropriate for mature, stable firms. Limitations are:

- Very sensitive to estimates of *r* and *g*. •
- Difficult with non-dividend stocks.
- Difficult with unpredictable growth patterns (use multi-stage model).

Value of perpetual shares: $V_p = \frac{D_p}{r_p}$

Present Value of Growth Opportunities

$$V_0 = \frac{E_1}{r} + PVGO$$

H-Model

$$\mathbf{V}_{0} = \frac{\left[\mathbf{D}_{0} \times (\mathbf{1} + \mathbf{g}_{L})\right]}{\mathbf{r} - \mathbf{g}_{L}} + \frac{\left[\mathbf{D}_{0} \times \mathbf{H} \times (\mathbf{g}_{S} - \mathbf{g}_{L})\right]}{\mathbf{r} - \mathbf{g}_{L}}$$

where: H = half-life (in years) of high-growth period Sustainable growth rate: $b \times ROE$.

Required Return From Gordon Growth Model $r = (D_1 / P_0) + g$

Sustainable growth rate (PRAT Model)



FREE CASH FLOW VALUATION

Free Cash Flow to Firm (FCFF)

Assuming depreciation is the only NCC:

- $FCFF = NI + Dep + [Int \times (1 tax rate)]$ - FCInv - WCInv.
- $FCFF = [EBIT \times (1 tax rate)] + Dep$ – FCInv – WCInv.
- $FCFF = [EBITDA \times (1 tax rate)]$ + (Dep \times tax rate) - FCInv - WCInv.
- $FCFF = CFO + [Int \times (1 tax rate)] FCInv.$

Free Cash Flow to Equity (FCFE)

- $FCFE = FCFF [Int \times (1 tax rate)] + Net$ borrowing.
- FCFE = NI + Dep FCInv WCInv + Netborrowing.
- FCFE = CFO FCInv + net borrowing
- $FCFE = NI [(1 DR) \times (FCInv Dep)]$ $- [(1 - DR) \times WCInv].$ (Used to forecast.)

Weighted average cost of capital:

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WACC = (w_{d} \times r) + [w_{d} \times r_{d} \times (1 - tax rate)]
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Single-Stage FCFF & FCFE Models

- Value of the firm = $V_0 = \frac{FCFF_1}{WACC g}$
- Value of equity = $V_0 = \frac{FCFE_1}{r-g}$

PRICE AND EV MULTIPLES

Price-to-Earnings (P/E) Ratio Problems with P/E:

- If earnings < 0, P/E meaningless.
- Volatile, transitory portion of earnings makes interpretation difficult.
- Management discretion over accounting choices affects reported earnings.

Price multiples:

trailing P/E

market price per share = $\frac{1}{\text{EPS over previous 12 months}}$

leading P/E

P/S ratio =

Justified P/E

market price per share

market value of equity

total sales

cash flow

trailing D/P = $\frac{4 \times \text{most recent quarterly dividend}}{\text{market price per share}}$

leading D/P = $\frac{\text{next 4 quarter forecast dividends}}{\text{market price per share}}$

justified trailing P/E = $\frac{P_0}{E_0} = \frac{(1-b)(1+g)}{r-g}$

market value of equity P/B ratio = book value of equity

 $P/CF ratio = \frac{market value of equity}{market value of equity}$

EV/EBITDA ratio = $\frac{\text{enterprise value}}{\text{DB}}$

justified leading P/E = $\frac{P_0}{E_1} = \frac{1-b}{r-g}$

Justified Dividend Yield

 $\frac{D_0}{P_0} = \frac{r-g}{1+g}$

- Historical average EPS.
- Average ROE.
- PEG ratio: P/E multiple to earnings growth:

PEG ratio = $\frac{P/E}{g}$

Price-to-Book (P/B) Ratio

Advantages:

- BV almost always > 0.
- BV more stable than EPS.
- Measures NAV of financial institutions.
- Disadvantages:
- Size differences cause misleading comparisons.
- Influenced by accounting choices.
- $BV \neq MV$ due to inflation/technology.

stified P/B =
$$\frac{\text{ROE} - \text{g}}{\text{r} - \text{g}}$$

Price-to-Sales (P/S) Ratio

Advantages:

ju

- Meaningful even for distressed firms.
- Sales revenue not easily manipulated.
- Not as volatile as P/E ratios.
- Useful for mature, cyclical, and start-up firms. Disadvantages:
- High sales \neq imply high profits and cash flows.
- Does not capture cost structure differences.
- Revenue recognition practices still distort sales.

justified P/S =
$$\frac{(E_0/S_0) \times (1 - b)(1 + g)}{r - g}$$

DuPont Model

 $\text{ROE} = \left[\frac{\text{net income}}{\text{sales}}\right] \times \left[\frac{\text{sales}}{\text{total assets}}\right] \times \left[\frac{\text{total assets}}{\text{equity}}\right]$

Price-to-Cash Flow Ratios

Advantages:

- Cash flow harder to manipulate than EPS.
- More stable than P/E.
- Mitigates earnings quality concerns.
- Disadvantages:
- Difficult to estimate true CFO.
- FCFE better but more volatile.

Justified P/CF = $\frac{(1 + g)}{r - g}$ weighted harmonic mean = $\frac{1}{\sum_{i=1}^{n} \frac{W_i}{X_i}}$

Method of Comparables

- Firm multiple > benchmark implies overvalued.
- Firm multiple < benchmark implies undervalued.
- Fundamentals that affect multiple should be similar between firm and benchmark.

RESIDUAL INCOME VALUATION Residual Income Models

- $RI = E_t (r \times B_{t-1}) = (ROE r) \times B_{t-1}$
- Single-stage RI model:

 $V_{0} = B_{0} + \left[\frac{(ROE - r) \times B_{0}}{r - g}\right]$

• Multistage RI valuation: $V_0 = B_0 + (PV \text{ of} interim high-growth RI) + (PV of continuing RI)$

Economic Value Added®

• EVA = NOPAT - \$WACC

Market Value Added

 $\mathsf{MVA} = \mathsf{market} \; \mathsf{value} - \mathsf{total} \; \mathsf{capital}$

$$\begin{split} \textbf{NOPAT} &= \textbf{EBIT} \times (1-t) \\ &= (\textbf{sales} - \textbf{COGS} - \textbf{SGA} - \textbf{dep}) \times (1-t) \end{split}$$

PRIVATE COMPANY VALUATION

Private company beta estimate:

$$\begin{split} \beta_{\text{unlevered}} &= \frac{\beta_{\text{public}}}{\left[1 + (1 - t) \left(\frac{D}{E}\right)\right]} \\ \beta_{\text{private company}} &= \beta_{\text{unlevered}} \left[1 + (1 - t^*) \left(\frac{D}{E}\right)^*\right] \end{split}$$

Private Equity Valuation

$$DLOC = 1 - \left[\frac{1}{1 + \text{control premium}}\right]$$

Total discount =
$$1 - [(1 - DLOC)(1 - DLOM)]$$
.

Capitalized cash flow method:

value of the firm =
$$\frac{FCFF_1}{WACC - g}$$

value of the firm =
$$\frac{EBIT_1(1 - T)(1 - b)}{WACC - g}$$

value of equity =
$$\frac{FCFE_1}{r - g}$$

TERM STRUCTURE OF INTEREST RATES

Price of a T-period zero-coupon bond:

$$\mathbf{P}_{\mathrm{T}} = \frac{1}{\left(1 + \mathbf{S}_{\mathrm{T}}\right)^{\mathrm{T}}}$$

Forward price of zero-coupon bond:

$$\mathbf{F}_{(\mathbf{j},\mathbf{k})} = \frac{1}{\left[1 + f(\mathbf{j},\mathbf{k})\right]^{\mathbf{k}}}$$

Forward pricing model:

$$P_{(j+k)} = P_j F_{(j,k)} \qquad F_{(j,k)} = \frac{F_{(j+k)}}{P_j}$$

Forward rate model:

 $[1 + f(j,k)]^{k} = [1 + S_{(j+k)}]^{(j+k)} / (1 + S_{j})^{j}$

"**Rolling down the yield curve**": Buying bonds with maturity > than investment horizon. Outperforms when yield curve is upward-sloping.

Swap spread_t = swap rate_t - treasury yield_t

Z-spread: When added to yield curve, makes PV of a bond's cash flows = bond's market price.

TED spread:

- = (3-month MRR rate) (3-month T-bill rate) MRR-OIS spread:
- = MRR rate "overnight indexed swap" rate

Term Structure of Interest Rates

Traditional theories:

- Unbiased (pure) expectations theory.
- Local expectations theory.
- Liquidity preference theory.
- Segmented markets theory.
- Preferred habitat theory.

Portfolio value vs. changes in the yield curve:

 $\Delta P/P \approx -D_{L}\Delta x_{L} - D_{S}\Delta x_{S} - D_{C}\Delta x_{C}$ (L = level, S = steepness, C = curvature)

Yield volatility: *Long-term* ← uncertainty regarding

the real economy and inflation. Short term \leftarrow uncertainty re: monetary policy. Long-term yield volatility is generally lower than the volatility in short-term yields.

ARBITRAGE-FREE VALUATION Modern term structure models:

- Cox-Ingersoll-Ross: $dr = a(b-r)dt + \sigma\sqrt{r} dz$
- Vasicek model: $dr = a(b r)dt + \sigma dz$
- Ho-Lee model: $dr_t = \theta_t dt + \sigma dz_t$

• Kalotay-Williams-Fabozzi (KWF) model: $d \ln(\mathbf{r}_{t}) = \theta_{t} dt + \sigma dz_{t}$

BONDS WITH EMBEDDED OPTIONS Value of option embedded in a bond:

$$V_{call} = V_{straight bond} - V_{callable bond}$$

 $V_{put} = V_{putable bond} - V_{straight bond}$

When interest rate volatility increases:
$$V_{call option}^{\uparrow}, V_{put option}^{\uparrow}, V_{callable bond}^{\downarrow}, V_{putable bond}^{\downarrow}$$

Upward-sloping yield curve: Results in lower call value and higher put value.

When binomial tree assumed volatility increases:

effective convexity = $\frac{BV_{\Delta y} + BV_{\Delta y} - (2 \times BV_{0})}{BV_{0} \times \Delta y^{2}}$

- Computed OAS of a *callable* bond *decreases*.
- Computed OAS of a *putable* bond *increases*.

effective duration =
$$\frac{BV_{\Delta y} - BV_{\Delta y}}{2 \times BV_{0} \times \Delta y}$$

• ED (callable bond) \leq ED (straight bond).

ED (putable bond) \leq ED (straight bond).

• ED fixed-rate bond < maturity of the bond.

One-sided durations: Callables have lower down-

= straight floater value - embedded cap value

= straight floater value + embedded floor value

= greater of conversion value or straight value

= market price of stock \times conversion ratio

= market conversion price - stock's market price

market conversion premium per share

market price of common stock

straight value

Callable and putable convertible bond value

+ value of call option on stock

value of call option on bond

+ value of put option on bond

Expected exposure: Amount a risky bond investor

Probability of default: Likelihood in a given year.

expected loss = prob. default \times loss given default

present value of expected loss (PVEL) = (value of

Credit valuation adjustment (CVA): Sum of the

present values of expected losses for each period.

Credit score/rating: Ordinal rank; higher = better.

recovery rate = % of \$ received upon issuer default

stands to lose before any recovery is factored in.

Loss given default = loss severity \times exposure

loss given default (%) = 100 - recovery rate

risk-free bond) – (value of credit-risky bond)

market price of convertible bond -1

• ED (zero-coupon) \approx maturity of the bond.

• ED of floater \approx time (years) to next reset.

duration; putables have lower up-duration.

Minimum value of convertible bond

Conversion value of convertible bond

= market price of convertible bond

Market conversion premium per share

Market conversion premium ratio

Premium over straight value

= straight value of bond

CREDIT ANALYSIS MODELS

conversion ratio

Effective duration:

Value of a capped floater

Value of a floored floater

Market conversion price

Return from bond credit rating migration: Δ %P = -(modified duration) × (Δ spread)

Structural models of corporate credit risk:value of risky debt = value of risk-free debt

- value of put option on the company's assets • equity \approx European call on company assets **Reduced-form models:** Do not explain *why* default

occurs, but statistically model *when* default occurs. **Credit spread on a risky bond** = YTM of risky bond – YTM of benchmark

CREDIT DEFAULT SWAPS

Credit default swap (CDS): Upon credit event, protection buyer compensated by protection seller. Index CDS: Multiple borrowers, equally weighted. Default: Occurrence of a credit event.

Common credit events in CDS agreements:

Bankruptcy, failure to pay, restructuring.

CDS spread: Higher for a *higher* probability of default and for a *higher* loss given default.

Hazard rate = conditional probability of default

Expected loss = prob. default \times loss given default

Upfront CDS payment (by protection buyer) = PV(protection leg) – PV(premium leg)

- \approx (CDS spread CDS coupon) × duration × NP
- $\begin{array}{l} \textbf{Change in CDS value} = \text{protection buyer's profit} \\ \approx \Delta \text{ in spread} \times \text{duration} \times \text{notional principal} \end{array}$

DERIVATIVES

FORWARD COMMITMENTS

Forward contract price (cost-of-carry model):

$$FP = S_0 \times (1 + R_f)^T$$
 $S_0 = \frac{FP}{(1 + R_f)^T}$

Price of equity forward with discrete dividends: FP(on an equity security) = $(S_0 - PVD) \times (1+R_p)^T$

Value of forward on dividend-paying stock:

 $\begin{aligned} & V_{t}(\text{long position}) \\ & = \left[S_{t} - PVD_{t}\right] - \left[\frac{FP}{(1+R_{c})^{(T-t)}}\right] \end{aligned}$

Forward on equity index w/ continuous dividend:

 $FP = S_0 \times e^{(R_i^c - \delta^c) \times T} = (S_0 \times e^{-\delta^c \times T}) \times e^{R_i^c \times T}$

where: $\delta^{c} =$ continuously compounded dividend yield

Forward price on a coupon-paying bond:

 $FP = (S_0 - PVC) \times (1 + R_f)^T$ $= S_0 \times (1 + R_f)^T - FVC$

Value of a forward on a coupon-paying bond:

$$V_{t}(long) = [S_{t} - PVC_{t}] - \left[\frac{FP}{(1+R_{t})^{(T-t)}}\right]$$

Price of a bond futures contract:

 $\begin{aligned} \text{FP} &= [(\text{full price})(1 + \text{R}_{\rho})^{\text{T}} - \text{AI}_{\text{T}} - \text{FVC}] \\ \textit{full price} &= \textit{quoted spot price} + \textit{AI}_{\rho} \end{aligned}$

Quoted bond futures price:

QFP = forward price/conversion factor

 $= \left[(\text{full price})(1+R_{f})^{T} - AI_{T} - FVC \right] \left(\frac{1}{CF} \right)$

Forward rate agreement: "Price" of a 2×3 FRA is the implied 30-day forward rate in 60 days.

Swap fixed rate: SFR(periodic)

$$= \frac{1 - Z_3}{Z_1 + Z_2 + Z_3} = \frac{1 - \text{final discount factor}}{\text{sum of discount factors}}$$

where: $Z_n = 1/(1 + R_n) = \text{price of zero-coupon $1 bond}$

Value of interest rate swap to fixed payer

 $= \Sigma Z \times (SFR_{New} - SFR_{Old}) \times \frac{days}{360} \times notional$

VALUING CONTINGENT CLAIMS

Binomial stock tree probabilities:

 π_{U} = probability of "up" move = $\frac{1 + R_{f} - D}{U - D}$

 $\pi_{_D} = \text{probability of "down" move} = (1 - \pi_{_U})$

Put-call parity: $S_0 + P_0 = C_0 + PV(X)$

synthetic call = put + stock - riskless bond synthetic put = call - stock + riskless bond

Put-call parity when the stock pays dividends:

 $P_0 + S_0 e^{-\delta T} = C_0 + e^{-rT} X$

Dynamic delta hedging:

# C.1	# shares hedged
# of short call options =	delta of call option
# of long put options =	# shares hedged
	delta of put option

Change in option value:

 $\begin{array}{l} \Delta C \approx (\text{call delta} \times \Delta S) + (^{1/2} \text{ gamma} \times \Delta S^2) \\ \Delta P \approx (\text{put delta} \times \Delta S) + (^{1/2} \text{ gamma} \times \Delta S^2) \end{array}$

Hedge ratio:

Calls:
$$h = \frac{C^+ - C^-}{S^+ - S^-}$$
 Puts: $h = \frac{P^+ - P^-}{S^+ - S^-}$

Black–Scholes–Merton option valuation model:

$$C_0 = S_0 e^{-vT} N(d_1) - e^{-vT} X N(d_2)$$
$$P_0 = e^{-vT} X N(-d_2) - S_0 e^{-vT} N(-d_2)$$

where:

 $\delta = continuously compounded dividend yiewld$ $S_a e^{-\delta T} = stock price, less PV of dividends$

ALTERNATIVE INVESTMENTS

COMMODITIES AND DERIVATIVES

Contango: futures prices > spot prices **Backwardation:** futures prices < spot prices

Term Structure of Commodity Futures

- 1. **Insurance theory:** Contract buyers compensated for providing protection to commodity producers. Implies backwardation is normal.
- Hedging pressure hypothesis: Like insurance theory, but includes both long hedgers (→ contango) and short hedgers (→ backwardation).
- 3. Theory of storage: Spot and futures prices related via storage costs and convenience yield.

Futures price = spot price + storage cost - conv yield

Total return on fully collateralized long futures

= collateral return + price return + roll return **Roll return:** Positive in backwardation: long-dated

contracts are cheaper than expiring contracts. (price of expiring) $_{-}$ (price of new

 $\frac{\text{roll}}{\text{return}} = \frac{\text{futures contract }}{\text{price of expiring futures contract}}$

TYPES OF REAL ESTATE INVESTMENT

Metrics to assess real estate viability and risk: debt service coverage (DSCR) = $NOI_1 \div$ debt service loan-to-value (LTV) = loan amount \div appraised value equity dividend rate = (NOI – debt service) \div equity The Real Estate Cycle: Four phases that reflect the health and direction of the property market:

- Recovery: A trough, with little construction due to an uncertain outlook and tight credit.
- Expansion: Economic growth and easing credit condition → Higher prices and new construction.
- **Oversupply:** Economic growth slows, leading to a property glut, and lower prices and rents.
- **Recession:** Economic slowdown and tight credit lead to lows in construction starts and prices.

Portfolio benefits of real estate: Current income, appreciation, inflation hedging, and diversification.

Valuation approaches for real estate investments:

- Cost approach: Value = land value + building replacement cost - depreciation - obsolescence. Useful for unusual properties lacking comparables.
- Sales comparison approach: Comparable sales are adjusted for differences with subject property.
- Income approach (direct capitalization): A "goingin" cap rate is applied to estimated NOI.
- Income approach (DCF): NOI is estimated for the first "n" periods, then terminal value added.

NCREIF appraisal index holding period return

= $rac{ ext{NOI} - ext{Capex} + (ext{Ending MV} - ext{Beginning MV})}{ ext{Beginning Market value}}$

Transaction-based indexes: Based on: (1) repeat sales, (2) a hedonic model, or (3) public securities.

Appraisal-based indexes: Lag transaction-based. *Appear* to have lower volatility & correlations.

PUBLICLY TRADED REAL ESTATE

NAV approach to REIT share valuation:

- estimated cash NOI
- <u>÷ assumed cap rate</u>
- = estimated value of operating real estate
- + cash & accounts receivable
- <u>— debt and other liabilities</u>
- = net asset value
- ÷ shares outstanding
- = NAV/share

Price-to-FFO approach to REIT share valuation:

Price-to-AFFO approach to REIT share valuation:

<u>recurring maintenance-type capital expenditures</u>

× property subsector average P/AFFO multiple

+ PV(terminal value at the end of year n)

Long/short equity: Stock picking; seeks alpha like

Dedicated short-selling: 60%-120% short at all times.

Short-biased strategies: 30%-60% net short, vs. long.

Equity market-neutral (EMN): Profits from shortterm stock mispricing (w/leverage). Beta risk is low.

a long-only approach, with lower std. dev.

Discounted cash flow REIT share valuation:

= PV(dividends for years 1 through n)

- funds from operations (FFO)
- <u>÷</u> shares outstanding

non-cash rents

<u>÷ shares outstanding</u>

value of a REIT share

HEDGE FUND STRATEGIES

= AFFO/share

= NAV/share

= AFFO

- = FFO/share
- \times sector average P/FFO multiple = NAV/share

funds from operations (FFO)

Merger arbitrage: Bets on a corporate takeover succeeding. High Sharpe ratio, with left-tail risk.

Distressed securities: Seeks mispriced assets. Long biased, high illiquidity, low leverage, high returns.

Fixed-income arbitrage: E.g., yield curve and carry trades. Seeks mispriced bonds. Uses high leverage.

Convertible arbitrage: Extracts "underpriced" implied volatility. E.g., 300% long, 200% short.

Opportunistic hedge fund strategies: e.g. global macro, managed futures. High liquidity & leverage.

Global macro: Exploits trends in global markets.

Managed futures: Contracts actively managed for diversification. Right skew in market turmoil.

Specialist strategies: Generate uncorrelated returns in market niches. Requires particular knowledge.

Volatility traders: Exploit Δs in vol term structure.

Life settlements: Buy policies w/ low surrender value, low premiums, insured likely to die soon.

Multi-manager: Use strategy diversification to produce low-volatility, steady returns.

Funds-of-funds: Can lack transparency, have slow tactical execution, and expose investor to netting risk.

Multi-strategy funds: Diverse strategies under one roof. Better fee structure & tactical allocation vs. FoF.

Conditional linear factor models: Four-factor model: Equity, currency, volatility, and credit risk.

Impact of a portfolio allocation to hedge funds: \downarrow std dev, \uparrow Sharpe and Sortino, and \downarrow max drawdown.

PORTFOLIO MANAGEMENT

ECONOMICS & INVESTMENT MARKETS

Inter-temporal rate of substitution = $m_t = \frac{u_t}{u_0}$

marginal utility of consuming 1 unit in the future

marginal utility of current consumption of 1 unit

Real risk-free rate of return

 $= R = \frac{1 - P_0}{P_0} = \left[\frac{1}{E(m_1)}\right] - 1$

Default-free, inflation-indexed, zero coupon:

bond price = $P_0 = \frac{E(P_1)}{(1 + R)} + cov(P_1, m_1)$

Nominal short-term interest rate (r) = real risk-free rate (R) + expected inflation (π)

Nominal long-term interest rate = $R + \pi + \theta$ where θ = risk premium for inflation uncertainty

Taylor rule: $r = R_n + \pi + 0.5(\pi - \pi^*) + 0.5(y - y^*)$ where: $\pi^* = central bank's target inflation rate$ $<math>y^* = log of central bank's target (sustainable) output$

Break-even inflation rate (BEI)

= yield_{non-inflation indexed bond} - yield_{inflation indexed bond} BEI for longer maturity bonds

= expected inflation (π) + infl. risk premium (θ)

Credit risky bonds required return = $R + \pi + \theta + \gamma$ where γ = risk premium (spread) for credit risk

Discount rate for equity = $R + \pi + \theta + \gamma + \kappa$ $\lambda = equity \ risk \ premium = \gamma + \kappa$

 $\kappa =$ risk premium for equity vs. risky debt

Discount rate for commercial real estate = $R + \pi + \theta + \gamma + \kappa + \phi$ $\kappa = terminal value risk, \phi = illiquidity premium$

ACTIVE PORTFOLIO MANAGEMENT

Active return = portfolio return - benchmark return

Portfolio return =
$$R_p = \sum_{i=1}^{n} w_{p_i} R_i$$

Benchmark return = $R_B = \sum_{i=1}^{n} w_{B_i} R_i$

Information ratio

$$= \frac{R_{\rm p} - R_{\rm B}}{\sigma_{(R_{\rm p} - R_{\rm p})}} = \frac{R_{\rm A}}{\sigma_{\rm A}} = \frac{\text{active return}}{\text{active risk}}$$

Portfolio Sharpe ratio =
$$SR_p = \frac{R_p - R_F}{STD(R_p)}$$

Optimal level of active risk:

Sharpe ratio = $\sqrt{SR_B^2 + IR_P^2}$

total portfolio risk: $\sigma_{P}^{2} = \sigma_{B}^{2} + \sigma_{A}^{2}$

Information ratio: IR = TC × IC × \sqrt{BR}

Expected active return: $E(R_{_{\!\!A}})=IR\times\sigma_{_{\!\!A}}$

"Full" fundamental law of active management:

 $E(R_{A}) = (TC)(IC)\sqrt{BR}\sigma_{A}$

Sharpe-ratio-maximizing aggressiveness level:

 $\sigma_{\rm A}^* = \frac{\rm IR}{\rm SR_{\rm B}} \sigma_{\rm B}$

EXCHANGE-TRADED FUNDS

ETF spreads: Positively related to cost of creation/ redemption, spread on underlying securities, risk premium for carrying trades until close of trade, and AP's normal profit margin. Negatively related to probability of completing an offsetting trade.

ETF premium (discount) %

= (ETF price - NAV per share) / NAV per share

USING MULTIFACTOR MODELS

Arbitrage Pricing Theory

 $E(R_p) = R_F + \beta_{P,1}(\lambda_1) + \beta_{P,2}(\lambda_2) + \ldots + \beta_{P,k}(\lambda_k)$

Expected return = risk-free rate + Σ (factor sensitivity) × (factor risk premium)

Multifactor model return attribution:

factor return =
$$\sum_{i=1}^{k} (\beta_{pi} - \beta_{bi}) \times (\lambda_k)$$

Active return

= factor return + security selection return

Active risk squared

= active factor risk + active specific riskActive specific risk $= \sum_{i=1}^{n} (w_{pi} - w_{bi})^2 \sigma_{ei}^2$

MEASURING & MANAGING MARKET RISK

Value at risk (VaR): Minimum (\$ or %) loss with a given probability over a specified period.

5% annual $VaR = [mean annual return - (1.65 \times annual standard deviation)] \times portfolio value$

Conditional VaR (CVaR): The expected loss given that the loss exceeds the VaR.

Incremental VaR (IVaR): The change in VaR from a specific change in the size of a portfolio position.

Marginal VaR (MVaR): Δ in portfolio VaR for small Δ in position. Estimates contribution to overall VaR.

Variance for $W_A \%$ fund $A + W_B \%$ fund B

 $\sigma^2_{Portfolio} = W^2_A \sigma^2_A + W^2_B \sigma^2_B + 2W_A W_B Cov_{AB}$

Annualized standard deviation

 $=\sqrt{250}$ × (daily standard deviation)

% change in value vs. change in YTM = -duration (Δ Y) + ½ convexity (Δ Y)² for Macaulay duration, replace Δ Y by Δ Y / (1+Y)

BACKTESTING & SIMULATION

Problems in a backtest of an investment strategy:

- **Survivorship bias:** Using data that only includes entities that have persisted until today.
- Look-ahead bias: Using information that was unavailable at the time of the investment decision.
- **Data snooping:** Model is chosen by backtesting performance (i.e. large t-stat or small p-value).

Cross-validation: Model is first fitted using training data, then assessed using separate testing data.

Scenario analysis: Investigates a strategy's performance and risk under different structural regimes (e.g., high volatility vs. low volatility).

Stress testing: Examines performance under the worst combinations of events and scenarios.

Historical simulation: Observations are randomly chosen from the historical dataset.

Monte Carlo simulation: Statistical distribution is specified and calibrated using historical return data.

Bootstrapping: Samples drawn *with* replacement. Useful when # of simulations >> the size of dataset.

Sensitivity analysis: Overcomes the shortcomings of a traditional Monte Carlo simulation by taking into account fat tails and negative skewness.

ETHICAL AND PROFESSIONAL STANDARDS

- Professionalism
- I (A) Knowledge of the Law
- I (B) Independence and Objectivity
- I (C) Misrepresentation
- I (D) Misconduct
- I (E) Competence

T

- II Integrity of Capital Markets
- II (A) Material Nonpublic Information II (B) Market Manipulation

Preservation of Confidentiality

IV (B) Additional Compensation Arrangements

Communication with Clients and

Responsibilities as a CFA Institute

Designation, and the CFA Program

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VII (B) Reference to CFA Institute, the CFA

VII (A) Conduct as Participants in CFA Institute

Investment Analysis, Recommendations,

- II (B) Market Manipulat III Duties to Clients
- III Duties to Clients III (A) Lovalty, Prudence, and

and Action

V (C) Record Retention

Programs

VI (C) Referral Fees

III (A) Loyalty, Prudence, and Care III (B) Fair Dealing

Duties to Employers

IV (C) Responsibilities of Supervisors

V (A) Diligence and Reasonable Basis

Prospective Clients

Conflicts of Interest

VI (A) Avoid or Disclose Conflicts

VI (B) Priority of Transactions

III (C) Suitability

IV (A) Loyalty

III (E)

IV

V

VI

VII

V (B)

III (D) Performance Presentation