Leeds School of Business
eLearning + Webinar-Based Training

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# Contents

I. **eLearning: Self-Study Videos**
   - Financial statement analysis
   - Excel modeling fundamentals
   - Intro to modeling
   - 3 statement modeling
   - Real company modeling
   - Valuation fundamentals
   - Valuation modeling
   
II. **6-Webinar Series (2-3 hours each)**
   - M&A accounting (Day 1 – Webinar 1)
   - 3 statement real company modeling – non-cash sweep (Day 1 – Webinar 2)
   - Advanced Excel features (Day 2 – Webinar 3)
   - Short-form M&A modeling (Day 2 – Webinar 4)
   - Short-form LBO valuation and modeling (Day 3 – Webinar 5)
   - Venture capital modeling (Day 3 – Webinar 6)
I. **eLearning: Self-Study Videos**

Pillars offers an eLearning suite of self-study videos and drills to complement and enhance live training. The Pillars suite of courses covers accounting, Excel, 3 statement financial modeling, valuation fundamentals and valuation modeling. Depending upon your background, the eLearning suite may take anywhere from 15-30 hours to complete. The courses shall include the following:

- **FINANCIAL STATEMENT ANALYSIS**
  The financial statement analysis (FSA) course provides participants with the “nuts and bolts” of accounting from a financial analyst’s perspective. This FSA course focuses on accounting fundamentals, emphasizing the interrelationships between the 3 financial statements, and prepares participants for subsequent modeling and valuation modules.
  - Overview and key links between the 3 financial statements
  - Impact of transactions on the 3 financial statements
  - Income statement
    - Revenue and expenses
    - Profitability
    - EBIT and EBITDA
  - Balance sheet
    - Operating working capital
    - Fixed assets
    - Capital expenditures
    - Depreciation
    - Debt
    - Common stock
    - Retained earnings
  - Cash flow statement
    - Operating, investing and financing cash flows

- **EXCEL MODELING FUNDAMENTALS**
  This session will introduce participants to Excel fundamentals through the lens of financial modeling.
  - Excel fundamentals
    - Optimal excel settings
    - Key shortcuts
    - Formula construction

- **INTRO TO MODELING**
  This session will introduce participants to the fundamentals of 3 statement modeling. Participants will learn how to forecast the 3 financial statements and review key links between the financial statements.
  - Forecast assumptions
  - Income statement
  - Balance sheet
  - Cash flow statement
3 STATEMENT MODELING
Building on the concepts covered in the Excel Modeling Fundamentals and Intro to Modeling videos, participants will now build a fully-integrated 3 statement financial model. Participants will learn how to forecast the 3 financial statements and supporting schedules, balance the model and handle issues related to circularities. Best practices are incorporated throughout the video.
- Steps to building a 3 statement model
- Income statement construction
- Supporting calculations and debt schedule
- Balance sheet and cash flow statement construction
- Balancing the model
- Understanding circular references and building a circ breaker

REAL COMPANY MODELING
This course reviews Pillars’ 12 steps to building a 3 statement operating model (non-cash sweep). Emphasis is placed on the complexities associated with a real company model.
- Steps to building a model
- Income statement construction
- Supporting calculations and debt schedule
- Balance sheet and cash flow statement construction
- Balancing the model

VALUATION FUNDAMENTALS
This course introduces participants to corporate valuation while focusing on the strengths and weaknesses of the 4 primary valuation methodologies.
- What is enterprise value
- What is equity value
- Fundamental vs. relative valuation
- 4 primary valuation techniques
  - Trading comparables
  - Transaction comparables
  - DCF
  - LBO
- Strengths and weaknesses of each valuation technique

VALUATION MODELING
Now put the valuation principles learned during the paper-and-pencil valuation fundamentals video to practice in Excel.
- DCF
- Trading comparables
- Sum of the parts
- LBO
II. 6-Webinar Series (2-3 hours each)

- **M&A ACCOUNTING (DAY 1 – WEBINAR 1)**
  During the M&A accounting session, full consolidation, noncontrolling interest and equity / associate method investments are covered.
  - Full consolidation for acquisition of 100% of a company
  - Noncontrolling interest (acquisition of >50% but <100%)
  - Equity method / associate investments (acquisition of >20% but <50%)
  - Consideration paid
  - Calculating goodwill
  - Consolidating the income statement and balance sheet
  - Impact of M&A transactions on earnings
  - Deal financing

- **3 STATEMENT REAL COMPANY MODELING – NON-CASH SWEEP (DAY 1 – WEBINAR 2)**
  This course reviews Pillars’ 12 steps to building a 3 statement operating model (non-cash sweep). Emphasis is placed on the complexities associated with a real company model.
  - Steps to building a model
  - Income statement construction
  - Supporting calculations and debt schedule
  - Balance sheet and cash flow statement construction
  - Balancing the model
  - Modeling noncontrolling interest and equity method investments

- **ADVANCED EXCEL FEATURES (DAY 2 – WEBINAR 3)**
  This session focuses on advanced Excel features in order to maximize productivity on the desk.
  - Logic functions
    - AND, IF, OR, IFERROR
  - Math functions
    - AVERAGE, AVERAGEIF, AVERAGEIFS
    - COUNT, COUNTA, COUNTIF, COUNTIFS
    - MAX, MEDIAN, MIN
    - SUM, SUMIF, SUMIFS
  - Extracting information from a database/model
    - CHOOSE
    - VLOOKUP, HLOOKUP
    - OFFSET, INDEX, MATCH
    - INDIRECT
  - Data validation
    - Lists
    - Other
  - Text functions
  - Date functions
SHORT-FORM M&A MODELING (DAY 2 – WEBINAR 4)
Participants build a short-form M&A model while covering key concepts of M&A analysis. Emphasis will be placed on accretion/dilution and ability to pay.
- Key assumptions and drivers needed to build a short-form M&A model
- Building a flexible sources and uses of funds table
- Stock vs. cash financing
- Relative P/E’s: acquirer P/E vs. debt P/E vs. acquisition P/E
- Earnings accretion/dilution analysis
- Sensitivity analysis
- Synergies-to-break-even analysis
- Analysis at various prices
- Ability to pay analysis

SHORT-FORM LBO VALUATION AND MODELING (DAY 3 – WEBINAR 5)
Principles of LBO valuation will be covered and participants will build a short-form LBO model. How private equity firms create value and the unique attributes of LBO valuation are examined.
- How LBO’s and private equity firms create value
- What makes a good LBO candidate
- Common valuation drivers
  - Buyer’s return requirements
  - Availability of leverage in credit markets
  - Sustainable company cash flows for debt repayment
  - Ability of buyer to achieve operating synergies
  - Exit opportunities (sale or IPO)
- Building a flexible sources and uses of funds table
- Determining debt capacity
- Calculating the exit value
- Calculating the IRR and deriving football field valuation range
- Sensitivity analysis

VENTURE CAPITAL MODELING (DAY 3 – WEBINAR 6)
Participants build a venture capital model while covering key concepts.
- Why venture capital?
- Rounds
  - Seed
  - Series A
  - Series B
  - Series C
- VC process
- VC modeling
  - Free cash flow
  - Pre-money and post-money valuation
  - Cap table
  - Returns analysis