

Analyst: Sung Nam

## Universal Electronics Inc (UEIC)

Market Price:	\$16.63	EBITDA/Share:	\$2.43	Net Asset/Share:	\$9.68
DCF: EV/EBITDA Terminal Value	0.042%	DCF: Net Tangible Asset excluding Cash/Debt Terminal Value		2.410%	
Current Net Tangible Asset	8.904%	EVA Analysis:		2.724%	

### Opinion

The company makes boring TV, home theater remotes and accessories. Not a very exciting company.

### Financial Analysis

**Cashflow:** FCFE is \$10 MM, EBITDA \$20 MM.

**Debt and Liquidity:** \$35 MM in debt, \$50 MM in cash. EBITDA can fully cover interest on debt multiple times.

**Sales growth:** Sales are forecasted to be in the high single digit range.

**LBO candidate?:** No. Company's sales are too small to cover a 30/70 LBO.

### Valuation Peers

According to the Financial Times, analysts placed a 12 month median price at \$25.25, while the model is showing \$17.25 over the same time frame. The 5 year price is \$19.00.

It is worth mentioning, according to Finviz.com, the recent rating changes have been downward, from Buy to Sell and the price target was cut from \$30 to \$22. Other than this recent change by 1 sell side firm, there has been no price updates since mid-2010.

1 Buy, 2 Hold, 0 Sell

	Historical				Forecasted				
	12 months ending 2007-12-31	12 months ending 2008-12-31	12 months ending 2009-12-31	12 months ending 2010-12-31	2011	2012	2013	2014	2015
Revenue	272.68	287.10	317.55	331.78	361.64	394.19	425.72	447.01	469.36
COGS	173.33	190.91	215.94	227.93	246.89	269.51	291.08	305.59	320.89
<b>Gross margin</b>	<b>99.35</b>	<b>96.19</b>	<b>101.61</b>	<b>103.85</b>	<b>114.75</b>	<b>124.67</b>	<b>134.64</b>	<b>141.42</b>	<b>148.47</b>
SG&A	64.08	67.27	70.97	71.84	79.70	86.54	93.45	98.16	103.06
R&D	8.82	8.16	8.89	10.71	11.00	12.09	13.09	13.72	14.42
Depreciation	4.67	6.08	6.80	8.06	7.60	8.66	9.44	9.99	10.27
Interest expense/(income)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Unusual expense	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other operating expense	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Operating Income</b>	<b>26.45</b>	<b>20.76</b>	<b>21.95</b>	<b>21.30</b>	<b>16.45</b>	<b>17.38</b>	<b>18.66</b>	<b>19.54</b>	<b>20.73</b>
Interest income/(expense)	3.07	3.33	0.22	0.28	0.64	0.55	0.62	0.66	0.68
Gain (loss) on sale of asset	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other	0.04	0.00	0.01	0.28	0.19	0.22	0.25	0.25	0.27
<b>Income before tax</b>	<b>29.56</b>	<b>24.09</b>	<b>22.18</b>	<b>21.86</b>	<b>16.91</b>	<b>17.71</b>	<b>19.03</b>	<b>19.94</b>	<b>21.15</b>
Tax	9.33	8.28	7.50	6.78	5.53	8.61	9.29	9.77	10.25
<b>Income after tax</b>	<b>20.23</b>	<b>15.81</b>	<b>14.68</b>	<b>15.08</b>	<b>11.38</b>	<b>9.10</b>	<b>9.75</b>	<b>10.17</b>	<b>10.90</b>
Minority Interest	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Equity in affiliates	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Net income</b>	<b>20.23</b>	<b>15.81</b>	<b>14.68</b>	<b>15.08</b>	<b>11.38</b>	<b>9.10</b>	<b>9.75</b>	<b>10.17</b>	<b>10.90</b>
*Figures are in millions (\$)									
Revenue Growth	N/A	5.29%	10.61%	4.48%	9.00%	9.00%	8.00%	5.00%	5.00%
Tax Rate	31.56%	34.37%	33.81%	31.02%	32.69%	32.97%	32.62%	32.33%	32.65%
<b>Margins</b>									
COGS	63.57%	66.50%	68.00%	68.70%	68.27%	68.37%	68.37%	68.36%	68.37%
<b>Gross margin</b>	<b>36.43%</b>	<b>33.50%</b>	<b>32.00%</b>	<b>31.30%</b>	<b>31.73%</b>	<b>31.63%</b>	<b>31.63%</b>	<b>31.64%</b>	<b>31.63%</b>
SG&A	23.50%	23.43%	22.35%	21.65%	22.04%	21.95%	21.95%	21.96%	21.96%
R&D	3.23%	2.84%	2.74%	3.23%	3.04%	3.07%	3.08%	3.07%	3.07%
Interest expense/(income)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Unusual expense	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Other operating expense	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Operating Income</b>	<b>9.70%</b>	<b>7.23%</b>	<b>6.91%</b>	<b>6.42%</b>	<b>4.55%</b>	<b>4.41%</b>	<b>4.38%</b>	<b>4.37%</b>	<b>4.42%</b>
Interest income/(expense)	1.13%	1.07%	0.07%	0.08%	0.18%	0.14%	0.15%	0.15%	0.15%
Gain (loss) on sale of asset	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Other	0.01%	0.00%	0.00%	0.08%	0.05%	0.06%	0.06%	0.06%	0.06%
<b>Income before tax</b>	<b>10.84%</b>	<b>8.39%</b>	<b>6.98%</b>	<b>6.59%</b>	<b>4.68%</b>	<b>4.49%</b>	<b>4.47%</b>	<b>4.46%</b>	<b>4.51%</b>
Tax	3.42%	2.88%	2.36%	2.04%	2.22%	2.18%	2.18%	2.19%	2.18%
<b>Income after tax</b>	<b>7.42%</b>	<b>5.51%</b>	<b>4.62%</b>	<b>4.55%</b>	<b>3.15%</b>	<b>2.52%</b>	<b>2.70%</b>	<b>2.81%</b>	<b>3.01%</b>
Minority Interest	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Equity in affiliates	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Net income</b>	<b>7.42%</b>	<b>5.51%</b>	<b>4.62%</b>	<b>4.55%</b>	<b>3.15%</b>	<b>2.31%</b>	<b>2.29%</b>	<b>2.28%</b>	<b>2.32%</b>

	As of 2007-12-31	As of 2008-12-31	As of 2009-12-31	As of 2010-12-31	2011	2012	2013	2014	2015
Cash	86.61	75.24	29.02	54.25	63.23	70.99	80.18	90.34	101.51
Short term investment	0.00	0.00	49.25	0.00	0.00	0.00	0.00	0.00	0.00
<b>Cash and Short term</b>	<b>86.61</b>	<b>75.24</b>	<b>78.27</b>	<b>54.25</b>	<b>63.23</b>	<b>70.99</b>	<b>80.18</b>	<b>90.34</b>	<b>101.51</b>
Accounts Receivable	59.72	59.75	64.04	86.24	86.24	86.24	86.24	86.24	86.24
Other receivables	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Receivables</b>	<b>59.72</b>	<b>59.75</b>	<b>64.04</b>	<b>86.24</b>	<b>86.24</b>	<b>86.24</b>	<b>86.24</b>	<b>86.24</b>	<b>86.24</b>
Deferred Income Tax	0.43	0.08	0.34	0.06	0.06	0.06	0.06	0.06	0.06
Total Inventory	34.91	43.67	40.95	65.40	65.40	65.40	65.40	65.40	65.40
Prepaid Expenses	1.87	3.46	2.42	2.58	2.58	2.58	2.58	2.58	2.58
Other Current Assets	2.87	2.42	3.02	6.26	6.26	6.26	6.26	6.26	6.26
<b>Current Assets</b>	<b>186.41</b>	<b>184.62</b>	<b>189.04</b>	<b>214.79</b>	<b>223.77</b>	<b>231.53</b>	<b>240.72</b>	<b>250.88</b>	<b>262.05</b>
PP&E, Gross	21.28	22.96	27.86	132.97	142.97	152.97	162.97	172.97	182.97
Change in Depreciation	4.67	6.08	8.06	7.60	8.66	9.44	9.99	10.27	10.27
Accumulated Depreciation	13.73	14.28	21.08	29.14	36.74	45.40	54.83	64.83	75.10
PP&E, Net	7.55	8.68	6.78	103.83	106.23	107.57	108.14	107.87	107.87
Goodwill	10.86	10.72	13.72	30.38	30.38	30.38	30.38	30.38	30.38
Intangibles	5.70	5.64	11.57	35.99	35.99	35.99	35.99	35.99	35.99
Long term investments	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other long term assets	6.76	7.86	8.98	13.27	13.27	13.27	13.27	13.27	13.27
<b>Long Term Assets</b>	<b>44.60</b>	<b>47.22</b>	<b>41.05</b>	<b>183.47</b>	<b>185.87</b>	<b>187.21</b>	<b>187.78</b>	<b>187.78</b>	<b>187.51</b>
<b>Total Assets</b>	<b>217.28</b>	<b>217.56</b>	<b>233.31</b>	<b>372.53</b>	<b>409.64</b>	<b>418.74</b>	<b>428.49</b>	<b>438.66</b>	<b>449.56</b>
Accounts Payable	29.38	44.70	39.51	56.09	56.09	56.09	56.09	56.09	56.09
Accrued Expense	14.83	14.92	18.70	51.68	51.68	51.68	51.68	51.68	51.68
Other current Liabilities	1.86	2.69	3.74	5.93	5.93	5.93	5.93	5.93	5.93
<b>Total Current Liabilities</b>	<b>46.07</b>	<b>62.31</b>	<b>61.95</b>	<b>113.70</b>	<b>113.70</b>	<b>113.70</b>	<b>113.70</b>	<b>113.70</b>	<b>113.70</b>
Notes Payables/Short Term Debt	0.00	0.00	0.00	35.00	35.00	35.00	35.00	35.00	35.00
Current port. Of LT Debt/Capital Leases	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Long term Debt	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Capital Lease Obligations	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Interest Earning Debt</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>35.00</b>	<b>35.00</b>	<b>35.00</b>	<b>35.00</b>	<b>35.00</b>	<b>35.00</b>
Deferred Income tax	0.13	0.13	0.15	11.37	11.37	11.37	11.37	11.37	11.37
Minority Interest	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other liabilities	2.84	1.75	1.27	1.27	1.27	1.27	1.27	1.27	1.27
<b>Total Liabilities</b>	<b>49.04</b>	<b>64.19</b>	<b>63.57</b>	<b>161.34</b>	<b>161.34</b>	<b>161.34</b>	<b>161.34</b>	<b>161.34</b>	<b>161.34</b>
Redeemable Preferred Stock	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Non-redeemable Preferred Stock	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Common Stock	0.18	0.19	0.19	0.21	0.21	0.21	0.21	0.21	0.21
Additional Paid-in capital	114.44	120.55	128.91	166.94	166.94	166.94	166.94	166.94	166.94
Dividends Paid				0.00	0.00	0.00	0.00	0.00	0.00
Retained Earnings	88.51	104.31	118.99	134.07	145.45	154.55	164.30	174.47	185.37
Treasury Stock	-46.11	-72.45	-79.83	-89.53	-89.53	-89.53	-89.53	-89.53	-89.53
Other Equity	11.22	0.75	1.46	-0.49	-0.49	-0.49	-0.49	-0.49	-0.49
<b>Total Equity</b>	<b>168.24</b>	<b>153.35</b>	<b>169.72</b>	<b>211.20</b>	<b>222.58</b>	<b>231.68</b>	<b>241.43</b>	<b>251.60</b>	<b>262.50</b>
<b>Liability + Equity</b>	<b>217.28</b>	<b>217.54</b>	<b>233.29</b>	<b>372.54</b>	<b>393.92</b>	<b>393.02</b>	<b>402.77</b>	<b>412.94</b>	<b>423.84</b>
Variance	0	0	0	0	26	26	26	26	26
<b>Total Shares Outstanding</b>	<b>14.57</b>	<b>13.65</b>	<b>13.69</b>	<b>14.95</b>					

SN VALUATION

Pro Forma Cash Flow

Name:

Universal Electronics Inc

Ticker:

UEIC

	12 months ending 2007-12-31	12 months ending 2008-12-31	12 months ending 2009-12-31	12 months ending 2010-12-31	2011	2012	2013	2014	2015
Net Income	20.23	15.81	14.68	15.08	11.38	9.10	9.75	10.17	10.90
Depreciation	4.67	6.08	6.80	8.06	7.60	8.66	9.44	9.99	10.27
Amortization	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Deferred Taxes	0.22	-0.45	-1.14	-0.91	0.00	0.00	0.00	0.00	0.00
Non Cash Items	6.34	8.08	9.05	9.92	0.00	0.00	0.00	0.00	0.00
Change in Working capital	-11.53	0.63	-5.40	5.50	0.00	0.00	0.00	0.00	0.00
Accounts Receivable		-0.03	-4.29	-22.20	0.00	0.00	0.00	0.00	0.00
Other Receivables		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Inventory		-8.76	2.72	-24.45	0.00	0.00	0.00	0.00	0.00
Prepaid Expenses		-1.59	1.04	-0.16	0.00	0.00	0.00	0.00	0.00
Accounts Payable		15.32	-5.19	16.58	0.00	0.00	0.00	0.00	0.00
<b>Cash from Operating Activities</b>	<b>19.94</b>	<b>30.15</b>	<b>23.99</b>	<b>37.65</b>	<b>18.98</b>	<b>17.76</b>	<b>19.19</b>	<b>20.17</b>	<b>21.17</b>
Capital Expenditures	-6.18	-7.42	-7.34	-9.82	-10.00	-10.00	-10.00	-10.00	-10.00
Long term investment					0.00	0.00	0.00	0.00	0.00
Intangibles			-58.75	-24.89	0.00	0.00	0.00	0.00	0.00
<b>Cash from Investing Activities</b>	<b>-6.18</b>	<b>-7.42</b>	<b>-66.09</b>	<b>-34.70</b>	<b>-10.00</b>	<b>-10.00</b>	<b>-10.00</b>	<b>-10.00</b>	<b>-10.00</b>
Financing Cash flow items	3.32	0.34	0.25	0.29	0.00	0.00	0.00	0.00	0.00
Total Cash Dividends Paid	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Issuance (Retirement) of Stock	-1.92	-25.53	-4.47	-8.18	0.00	0.00	0.00	0.00	0.00
Issuance (Retirement) of Debt	0.00	0.00	31.17	31.17	0.00	0.00	0.00	0.00	0.00
<b>Cash from Financing Activities</b>	<b>1.40</b>	<b>-25.19</b>	<b>-4.22</b>	<b>23.27</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
Foreign Exchange effect	5.38	-8.92	0.10	-0.99					
Beginning Cash Balance	66.07	86.61	75.24	29.02	54.25	63.23	70.99	80.18	90.34
<b>Net Change in Cash</b>	<b>20.54</b>	<b>-11.37</b>	<b>-46.22</b>	<b>25.23</b>	<b>8.98</b>	<b>7.76</b>	<b>9.19</b>	<b>10.17</b>	<b>11.17</b>
Ending Cash Balance	86.61	75.24	29.02	54.25	63.23	70.99	80.18	90.34	101.51
Cash Interest Paid	0.00	0.00	0.00	0.00					
Cash Taxes Paid	8.10	8.20	8.10	11.70					
Depreciation to Sales	1.71%	2.12%	2.14%	2.43%	2.10%	2.20%	2.22%	2.24%	2.19%
Amortization to Sales	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
A/R to Sales	21.90%	20.81%	20.17%	25.99%	23.85%	21.88%	20.26%	19.29%	18.37%

# SN VALUATION

# FCFE, FCFD, FCFE Analysis

Name:

Universal Electronics Inc

Ticker:

UEIC

	12 months ending 2007-12-31	12 months ending 2008-12-31	12 months ending 2009-12-31	12 months ending 2010-12-31	2011	2012	2013	2014	2015
Current assets	186.41	184.62	189.04	214.79	223.77	231.53	240.72	250.88	262.05
Excess cash + cash	86.61	75.24	29.02	54.25	63.23	70.99	80.18	90.34	101.51
<b>Current assets minus cash</b>	<b>99.80</b>	<b>109.38</b>	<b>160.02</b>	<b>160.54</b>	<b>160.54</b>	<b>160.54</b>	<b>160.54</b>	<b>160.54</b>	<b>160.54</b>
Current Liabilities	46.07	62.31	61.95	113.70	113.70	113.70	113.70	113.70	113.70
<b>Net Working Capital</b>	<b>53.73</b>	<b>47.07</b>	<b>98.07</b>	<b>46.84</b>	<b>46.84</b>	<b>46.84</b>	<b>46.84</b>	<b>46.84</b>	<b>46.84</b>
<b>Change in Working Capital (WCCF)</b>		<b>-6.66</b>	<b>51.00</b>	<b>-51.23</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
Net Fixed Assets	7.55	8.68	6.78	103.83	106.23	107.57	108.14	108.14	107.87
Change in net fixed assets		1.13	-1.90	97.05	2.40	1.34	0.56	0.01	-0.27
Depreciation	4.67	6.08	6.80	8.06	7.60	8.66	9.44	9.99	10.27
Other assets	6.76	7.86	8.98	13.27	13.27	13.27	13.27	13.27	13.27
Change in other assets		1.10	1.12	4.29	0.00	0.00	0.00	0.00	0.00
<b>Net Investment Flow (NIF)</b>		<b>8.31</b>	<b>6.02</b>	<b>109.40</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>
Net Income	20.23	15.81	14.68	15.08	11.38	9.10	9.75	10.17	10.90
Depreciation	4.67	6.08	6.80	8.06	7.60	8.66	9.44	9.99	10.27
<b>CFFO</b>	<b>24.90</b>	<b>21.89</b>	<b>21.48</b>	<b>23.14</b>	<b>18.98</b>	<b>17.76</b>	<b>19.19</b>	<b>20.17</b>	<b>21.17</b>
(-) NIF		-8.31	-6.02	-109.40	-10.00	-10.00	-10.00	-10.00	-10.00
(-) WCCF		6.66	-51.00	51.23	0.00	0.00	0.00	0.00	0.00
Principal increase (repayment) in debt		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Change in excess cash									
<b>Free cash flow to equity (FCFE)</b>		<b>20.24</b>	<b>-35.54</b>	<b>-35.03</b>	<b>8.98</b>	<b>7.76</b>	<b>9.19</b>	<b>10.17</b>	<b>11.17</b>
Interest on Interest bearing debt	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Free cash flow to debt (FCFD)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
EBIT	26.45	20.76	21.95	21.30	16.45	17.38	18.66	19.54	20.73
Tax	32.69%	8.65	7.18	6.96	5.38	5.68	6.10	6.39	6.78
<b>EBIT minus Tax</b>	<b>17.80</b>	<b>13.97</b>	<b>14.77</b>	<b>14.34</b>	<b>11.07</b>	<b>11.70</b>	<b>12.56</b>	<b>13.15</b>	<b>13.96</b>
Depreciation	4.67	6.08	6.80	8.06	7.60	8.66	9.44	9.99	10.27
<b>Net Operating Flow (NOF)</b>	<b>22.47</b>	<b>20.05</b>	<b>21.57</b>	<b>22.40</b>	<b>18.67</b>	<b>20.36</b>	<b>22.00</b>	<b>23.15</b>	<b>24.22</b>
(-) Net Investment Flow	0.00	-8.31	-6.02	-109.40	-10.00	-10.00	-10.00	-10.00	-10.00
(-) WCCF	0.00	6.66	-51.00	51.23	0.00	0.00	0.00	0.00	0.00
<b>Free Cash Flow to the Firm (FCFF)</b>		<b>18.40</b>	<b>-35.45</b>	<b>-35.77</b>	<b>8.67</b>	<b>10.36</b>	<b>12.00</b>	<b>13.15</b>	<b>14.22</b>
FCFE + FCFD	0.00	20.24	-35.54	-35.03	8.98	7.76	9.19	10.17	11.17
FCFF	0.00	18.40	-35.45	-35.77	8.67	10.36	12.00	13.15	14.22
<b>Variance</b>	<b>0.00</b>	<b>1.84</b>	<b>-0.09</b>	<b>0.74</b>	<b>0.31</b>	<b>-2.60</b>	<b>-2.81</b>	<b>-2.98</b>	<b>-3.06</b>

2011-11-09

## SN VALUATION

## EVA Analysis

Name:

Universal Electronics Inc

Ticker:

UEIC

	2010	2011	2012	2013	2014	2015
Equity	301.01	312.39	321.49	331.24	341.41	352.31
Debt	35.00	35.00	35.00	35.00	35.00	35.00
<b>Total Capital Invested</b>	<b>336.01</b>	<b>347.39</b>	<b>356.49</b>	<b>366.24</b>	<b>376.41</b>	<b>387.31</b>
Revenue	331.78	361.64	394.19	425.72	447.01	469.36
COGS	227.93	246.89	269.51	291.08	305.59	320.89
Gross margin	103.85	114.75	124.67	134.64	141.42	148.47
SG&A	71.84	79.70	86.54	93.45	98.16	103.06
R&D	10.71	11.00	12.09	13.09	13.72	14.42
Depreciation	8.06	7.60	8.66	9.44	9.99	10.27
Interest expense/(income)	0.00	0.00	0.00	0.00	0.00	0.00
Unusual expense	0.00	0.00	0.00	0.00	0.00	0.00
Other operating expense	0.00	0.00	0.00	0.00	0.00	0.00
<b>Operating Income</b>	<b>21.30</b>	<b>16.45</b>	<b>17.38</b>	<b>18.66</b>	<b>19.54</b>	<b>20.73</b>
<b>Tax Rate</b>	31.02%	32.69%	32.97%	32.62%	32.33%	32.65%
NOPLAT	14.69	11.07	11.65	12.57	13.22	13.96
Invested Capital	336.01	347.39	356.49	366.24	376.41	387.31
<b>ROIC</b>	<b>4.37%</b>	<b>3.19%</b>	<b>3.27%</b>	<b>3.43%</b>	<b>3.51%</b>	<b>3.61%</b>
WACC	4.16%	4.16%	4.16%	4.16%	4.16%	4.16%
<b>Spread</b>	<b>0.22%</b>	<b>-0.97%</b>	<b>-0.89%</b>	<b>-0.72%</b>	<b>-0.64%</b>	<b>-0.55%</b>
Spread in Dollars	0.72	-3.37	-3.17	-2.65	-2.43	-2.14
<b>EVA</b>	<b>336.73</b>	<b>344.02</b>	<b>353.32</b>	<b>363.59</b>	<b>373.99</b>	<b>385.17</b>