MY VALUATION JOURNEY: HAVE FAITH, YOU MUST!

January 2016

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I. Don't mistake accounting for finance

Valued based upon motive for investment – some marked to market, some recorded at cost and some at quasi-cost

Assets are recorded at original cost, adjusted for depreciation.

The Balance Sheet

	Assets	Liabilities	
Long Lived Real Assets	Fixed Assets	Current Liabilties	Short-term liabilities of the firm
Short-lived Assets	Current Assets	Debt	Debt obligations of firm
Investments in securities & assets of other firms	Financial Investments	Other Liabilities	Other long-term obligations
Assets which are not physical, like patents & trademarks	Intangible Assets	Equity	Equity investment in firm

True intangible assets like brand name, patents and customer did not show up. The only intangible asset of any magnitude (goodwill) is a plug variable that is of consequence only if you do an acquisition.

Equity reflects original capital invested and historical retained earnings.

The financial balance sheet

Recorded at intrinsic value (based upon cash flows and risk), not at original cost

Assets			Liabilities
Existing Investments Generate cashflows today Includes long lived (fixed) and short-lived(working capital) assets	Assets in Place	Debt	Fixed Claim on cash flows Little or No role in management *Fixed Maturity* *Tax Deductible*
Expected Value that will be created by future investments	Growth Assets	Equity	Residual Claim on cash flows Significant Role in management *Perpetual Lives*

Value will depend upon magnitude of growth investments and excess returns on these investments

Intrinsic value of equity, reflecting intrinsic value of assets, net of true value of debt outstanding.

II. Don't assume that D+CF = DCF

- The value of a risky asset can be estimated by discounting the expected cash flows on the asset over its life at a risk-adjusted discount rate:

$$\text{Value of asset} = \frac{E(CF_1)}{(1+r)} + \frac{E(CF_2)}{(1+r)^2} + \frac{E(CF_3)}{(1+r)^3} \ldots.. + \frac{E(CF_n)}{(1+r)^n}$$

1. *The IT Proposition*: If "it" does not affect the cash flows or alter risk (thus changing discount rates), "it" cannot affect value.
2. *The DUH Proposition*: For an asset to have value, the expected cash flows have to be positive some time over the life of the asset.
3. *The DON'T FREAK OUT Proposition*: Assets that generate cash flows early in their life will be worth more than assets that generate cash flows later; the latter may however have greater growth and higher cash flows to compensate.

The drivers of value..

What is the **value added** by growth assets?
Equity: Growth in equity earnings/ cashflows
Firm: Growth in operating earnings/ cashflows

What are the **cashflows from existing assets**?
- Equity: Cashflows after debt payments
- Firm: Cashflows before debt payments

How **risky are the cash flows** from both existing assets and growth assets?
Equity: Risk in equity in the company
Firm: Risk in the firm's operations

When will the firm become a **mature firm**, and what are the potential roadblocks?

DCF as a tool for intrinsic valuation

Value of growth
The future cash flows will reflect expectations of how quickly earnings will grow in the future (as a positive) and how much the company will have to reinvest to generate that growth (as a negative). The net effect will determine the value of growth.
Expected Cash Flow in year t = E(CF) = Expected Earnings in year t - Reinvestment needed for growth

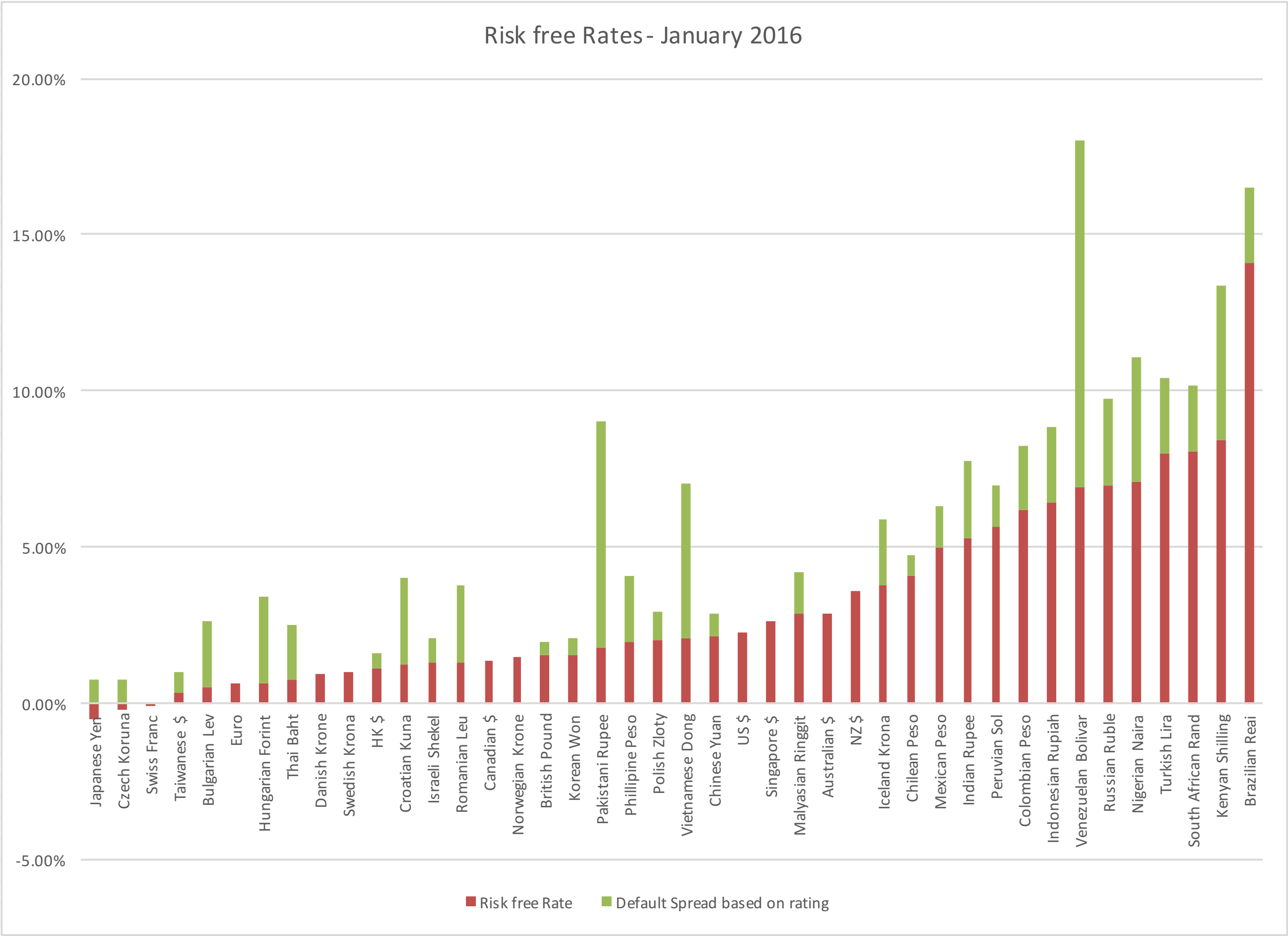
Cash flows from existing assets
The base earnings will reflect the earnings power of the existing assets of the firm, net of taxes and any reinvestment needed to sustain the base earnings.

$$\text{Value of asset} = \frac{E(CF_1)}{(1+r)} + \frac{E(CF_2)}{(1+r)^2} + \frac{E(CF_3)}{(1+r)^3} \ldots\ldots + \frac{E(CF_n)}{(1+r)^n}$$

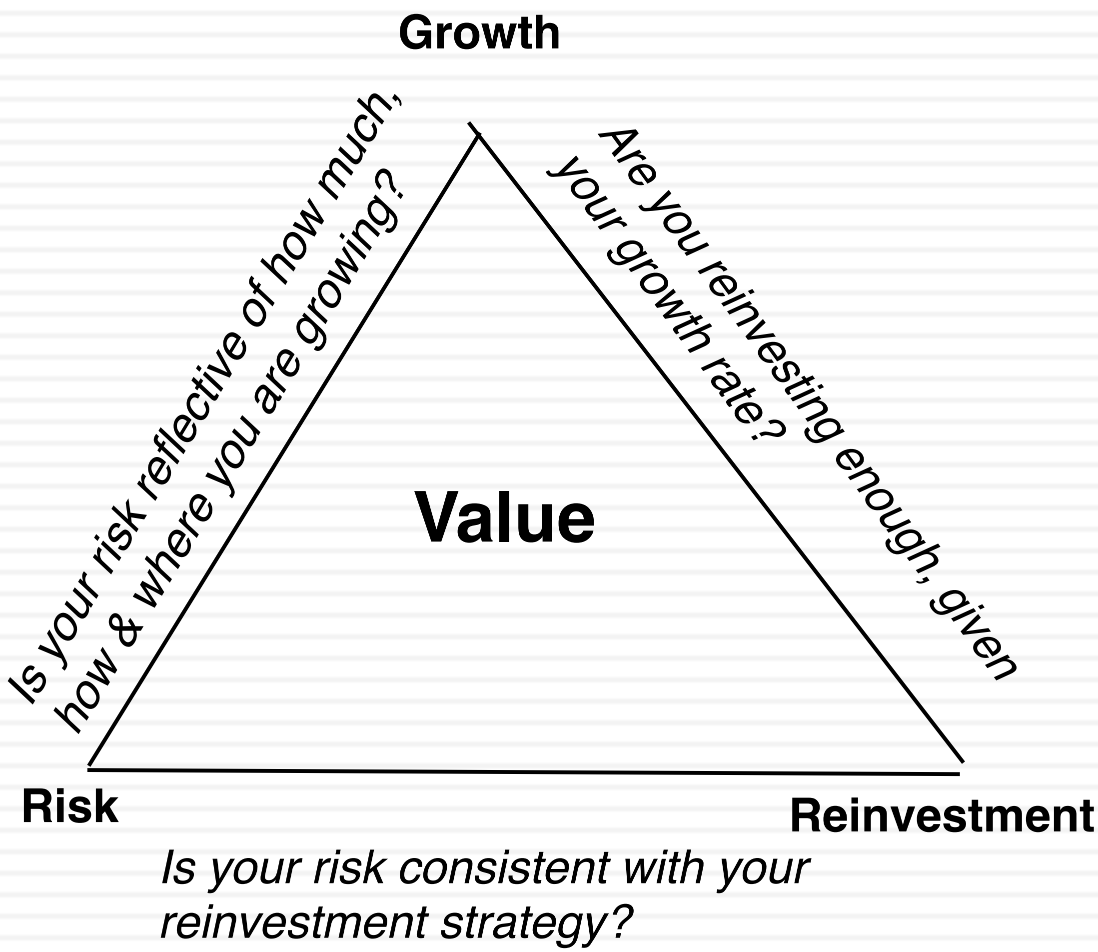
Steady state
The value of growth comes from the capacity to generate excess returns. The length of your growth period comes from the strength & sustainability of your competitive advantages.

Risk in the Cash flows
The risk in the investment is captured in the discount rate as a beta in the cost of equity and the default spread in the cost of debt.

1. Match your cash flows to your discount rates..

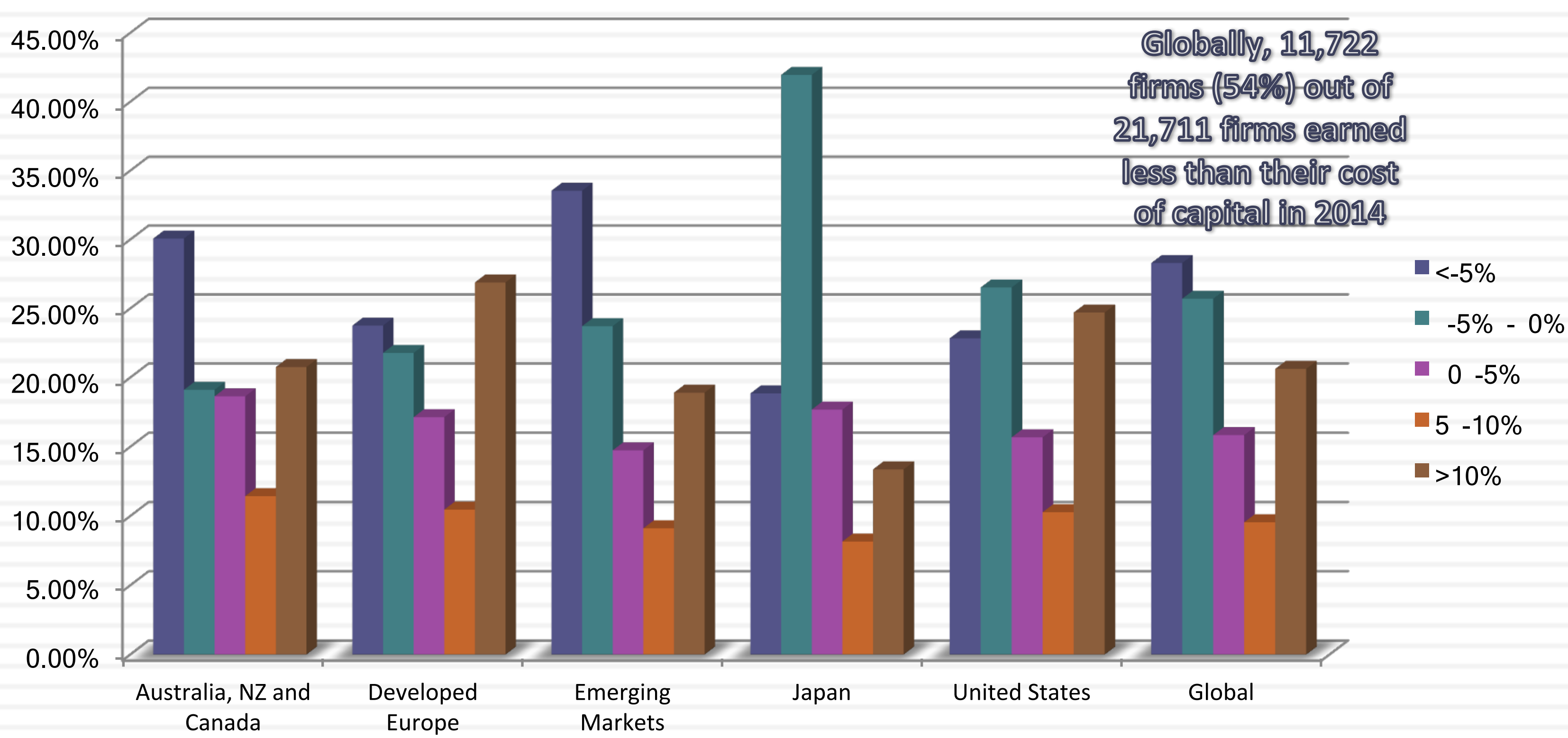


2. Don’t let your inputs be at war with each other..



And consider the trade offs..

Excess Return (ROC minus Cost of Capital) for firms with market capitalization> $50 million: Global in 2014



3. Globalization is not a buzz word

- As companies get globalized, the valuations that we do have to reflect that globalization. In particular, we need to be wary of
  - Currency mismatches: Multinationals derive their revenues in many currencies but you have to be currency-consistent.
  - Beta gaming: When a company is listed in many markets, you can get very different betas, depending on how you set up and run a beta regression
  - Equity Risk Premiums: The standard practice of estimating equity risk premiums based on your country of incorporation will lead to skewed valuations.

ERP : Jan 2016

Andorra	9.28%	3.28%	Jersey (States of)	6.59%	0.59%
Austria	6.00%	0.00%	Liechtenstein	6.00%	0.00%
Belgium	6.90%	0.90%	Luxembourg	6.00%	0.00%
Cyprus	12.71%	6.71%	Malta	7.79%	1.79%
Denmark	6.00%	0.00%	Netherlands	6.00%	0.00%
Finland	6.00%	0.00%	Norway	6.00%	0.00%
France	6.74%	0.74%	Portugal	9.72%	3.72%
Germany	6.00%	0.00%	Spain	8.84%	2.84%
Greece	20.90%	14.90%	Sweden	6.00%	0.00%
Guernsey	6.59%	0.59%	Switzerland	6.00%	0.00%
Iceland	8.84%	2.84%	Turkey	9.28%	3.28%
Ireland	8.38%	2.38%	United Kingdom	6.59%	0.59%
Isle of Man	6.59%	0.59%	**Western Europe**	**7.16%**	**1.16%**
Italy	8.84%	2.84%			

Albania	12.71%	6.71%
Armenia	11.37%	5.37%
Azerbaijan	9.28%	3.28%
Belarus	17.17%	11.17%
Bosnia	15.70%	9.70%
Bulgaria	8.84%	2.84%
Croatia	9.72%	3.72%
Czech Republic	7.05%	1.05%
Estonia	7.05%	1.05%
Georgia	11.37%	5.37%
Hungary	9.72%	3.72%
Kazakhstan	8.84%	2.84%
Latvia	7.79%	1.79%
Lithuania	7.79%	1.79%
Macedonia	11.37%	5.37%
Moldova	15.70%	9.70%
Montenegro	11.37%	5.37%
Poland	7.26%	1.26%
Romania	9.28%	3.28%
Russia	9.72%	3.72%
Serbia	12.71%	6.71%
Slovakia	7.26%	1.26%
Slovenia	9.28%	3.28%
Ukraine	20.90%	14.90%
Eastern Europe & Russia	**9.65%**	**3.65%**

Frontier Markets (not rated)

Algeria	63.0	12.71%	6.71%	Malawi	57.0	17.17%	11.17%
Brunei	72.8	8.84%	2.84%	Mali	62.5	12.71%	6.71%
Gambia	62.0	14.20%	8.20%	Myanmar	63.3	12.71%	6.71%
Guinea	53.8	17.17%	11.17%	Niger	51.0	17.17%	11.17%
Guinea-Bissau	62.3	12.71%	6.71%	Sierra Leone	56.5	17.17%	11.17%
Guyana	63.5	12.71%	6.71%	Somalia	42.5	20.90%	14.90%
Haiti	57.0	17.17%	11.17%	Sudan	48.3	20.90%	14.90%
Iran	67.8	10.48%	4.48%	Syria	35.8	25.00%	19.00%
Iraq	56.0	17.17%	11.17%	Tanzania	63.0	12.71%	6.71%
Korea, D.P.R.	56.0	17.17%	11.17%	Togo	63.8	12.71%	6.71%
Liberia	50.5	17.17%	11.17%	Yemen, Republic	50.3	17.17%	11.17%
Libya	52.8	17.17%	11.17%	Zimbabwe	54.5	17.17%	11.17%
Madagascar	61.3	14.20%	8.20%				

Canada	6.00%	0.00%
US	6.00%	0.00%
North America	**6.00%**	**0.00%**

Caribbean	**14.61%**	**8.61%**

Argentina	17.17%	11.17%
Belize	19.42%	13.42%
Bolivia	11.37%	5.37%
Brazil	9.28%	3.28%
Chile	6.90%	0.90%
Colombia	8.84%	2.84%
Costa Rica	9.72%	3.72%
Ecuador	15.70%	9.70%
El Salvador	11.37%	5.37%
Guatemala	9.72%	3.72%
Honduras	15.70%	9.70%
Mexico	7.79%	1.79%
Nicaragua	14.20%	8.20%
Panama	8.84%	2.84%
Paraguay	9.72%	3.72%
Peru	7.79%	1.79%
Suriname	11.37%	5.37%
Uruguay	8.84%	2.84%
Venezuela	20.90%	14.90%
Latin America	**10.42%**	**4.42%**

Country	*ERP*	*CRP*
Angola	10.48%	4.48%
Botswana	7.26%	1.26%
Burkina Faso	15.70%	9.70%
Cameroon	14.20%	8.20%
Cape Verde	14.20%	8.20%
Congo (DR	15.70%	9.70%
Congo (Republic)	11.37%	5.37%
Côte d'Ivoire	11.37%	5.37%
Egypt	15.70%	9.70%
Ethiopia	12.71%	6.71%
Gabon	11.37%	5.37%
Ghana	15.70%	9.70%
Kenya	12.71%	6.71%
Morocco	9.72%	3.72%
Mozambique	14.20%	8.20%
Namibia	9.28%	3.28%
Nigeria	11.37%	5.37%
Rwanda	12.71%	6.71%
Senegal	12.71%	6.71%
South Africa	8.84%	2.84%
Tunisia	11.37%	5.37%
Uganda	12.71%	6.71%
Zambia	14.20%	8.20%
Africa	**11.76%**	**5.76%**

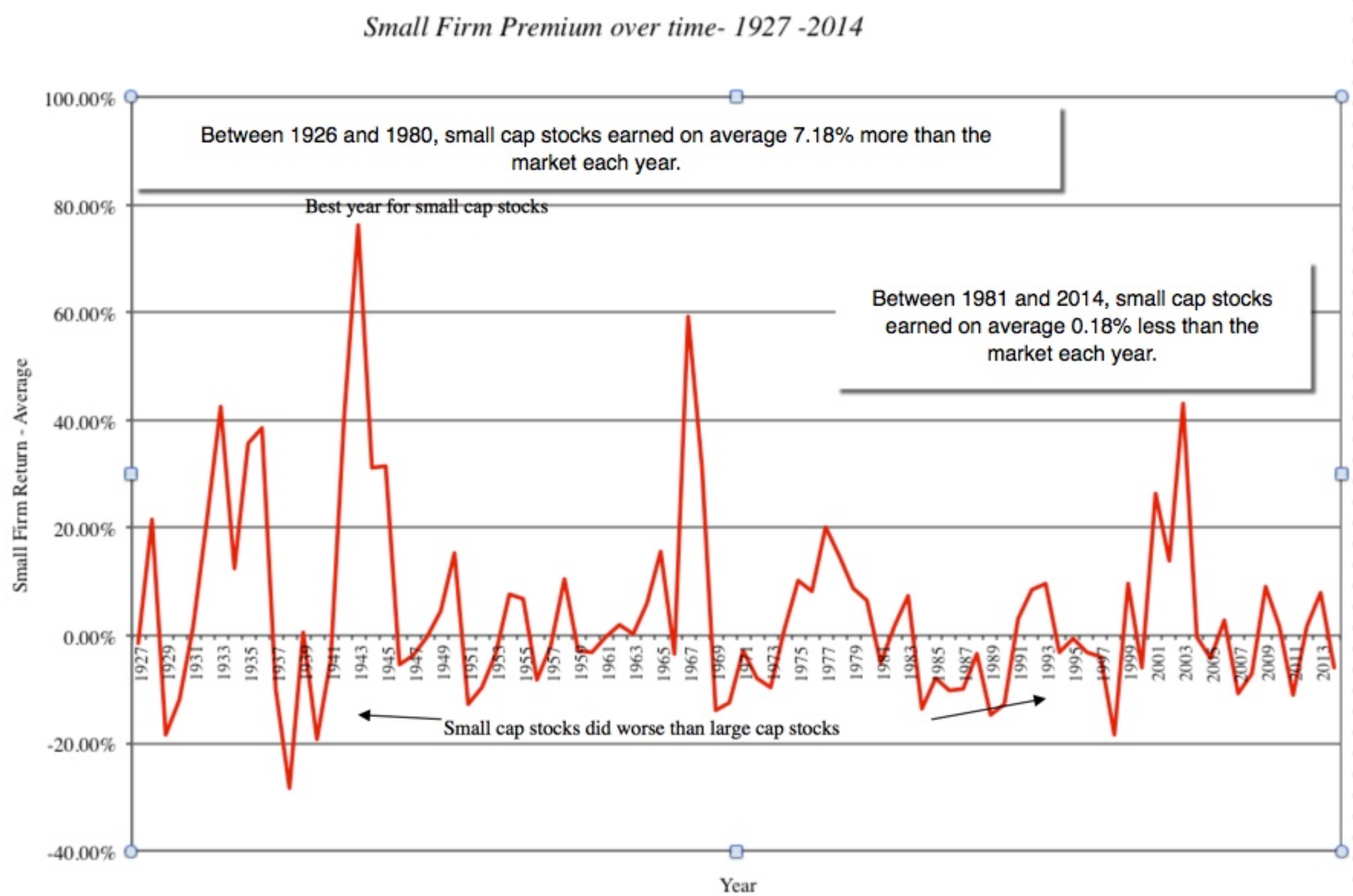
Abu Dhabi	6.74%	0.74%
Bahrain	9.28%	3.28%
Israel	7.05%	1.05%
Jordan	12.71%	6.71%
Kuwait	6.74%	0.74%
Lebanon	14.20%	8.20%
Oman	7.05%	1.05%
Qatar	6.74%	0.74%
Ras Al Khaimah	7.26%	1.26%
Saudi Arabia	6.90%	0.90%
Sharjah	7.79%	1.79%
United Arab Emirates	6.74%	0.74%
Middle East	**7.11%**	**1.11%**

Bangladesh	11.37%	5.37%
Cambodia	14.20%	8.20%
China	6.90%	0.90%
Fiji	12.71%	6.71%
Hong Kong	6.59%	0.59%
India	9.28%	3.28%
Indonesia	9.28%	3.28%
Japan	7.05%	1.05%
Korea	6.74%	0.74%
Macao	6.74%	0.74%
Malaysia	7.79%	1.79%
Mauritius	8.38%	2.38%
Mongolia	14.20%	8.20%
Pakistan	15.70%	9.70%
Papua New Guine	12.71%	6.71%
Philippines	8.84%	2.84%
Singapore	6.00%	0.00%
Sri Lanka	12.71%	6.71%
Taiwan	6.90%	0.90%
Thailand	8.38%	2.38%
Vietnam	12.71%	6.71%
Asia	**7.49%**	**1.49%**

Australia	6.00%	0.00%
Cook Islands	12.71%	6.71%
New Zealand	6.00%	0.00%
Australia & NZ	**6.00%**	**0.00%**

Black #: Total ERP
Red #: Country risk premium
AVG: GDP weighted average

4. Everyone may do it, but that does not make it right.. The small cap premium



5. Value is not about the past..

	Arithmetic Average		Geometric Average	
	Stocks - T. Bills	Stocks - T. Bonds	Stocks - T. Bills	Stocks - T. Bonds
1928-2015	7.92%	6.18%	6.05%	4.54%
Std Error	*2.15%*	*2.29%*		
1966-2015	6.05%	3.89%	4.69%	2.90%
Std Error	*2.42%*	*2.74%*		
2006-2015	7.87%	3.88%	6.11%	2.53%
Std Error	*6.06%*	*8.66%*		

- If you are going to use a historical risk premium, make it
  - Long term (because of the standard error)
  - Consistent with your risk free rate
  - A "compounded" average
- No matter which estimate you use, recognize that it is <u>backward looking</u>, is <u>noisy</u> and may reflect <u>selection bias.</u>

But in the future..

Base year cash flow (last 12 mths)
Dividends (TTM): 42.66
+ Buybacks (TTM): 63.43
= Cash to investors (TTM): **106.09**

Payout ratio assumed to stay stable. 106.09 growing @ 5.55% a year

Expected growth in next 5 years
Top down analyst estimate of earnings growth for S&P 500: **5.55**%

	Last 12 mths	1	2	3	4	5	Terminal Year
Dividends + Buybacks	106.09	$111.99	$118.21	$124.77	$131.70	$139.02	142.17

Earnings and Cash flows grow @2.27% (set equal to risk free rate) a year forever.

S&P 500 on 1/1/16= 2043.94

$$2043.94 = \frac{111.99}{(1+r)} + \frac{118.21}{(1+r)^2} + \frac{124.77}{(1+r)^3} + \frac{131.70}{(1+r)^4} + \frac{139.02}{(1+r)^5} + \frac{142.17}{(r-.0227)(1+r)^5}$$

You have to solve for the discount rate (r). I used the solver or Goal seek function in Excel

r = Implied Expected Return on Stocks = 8.39%

Minus

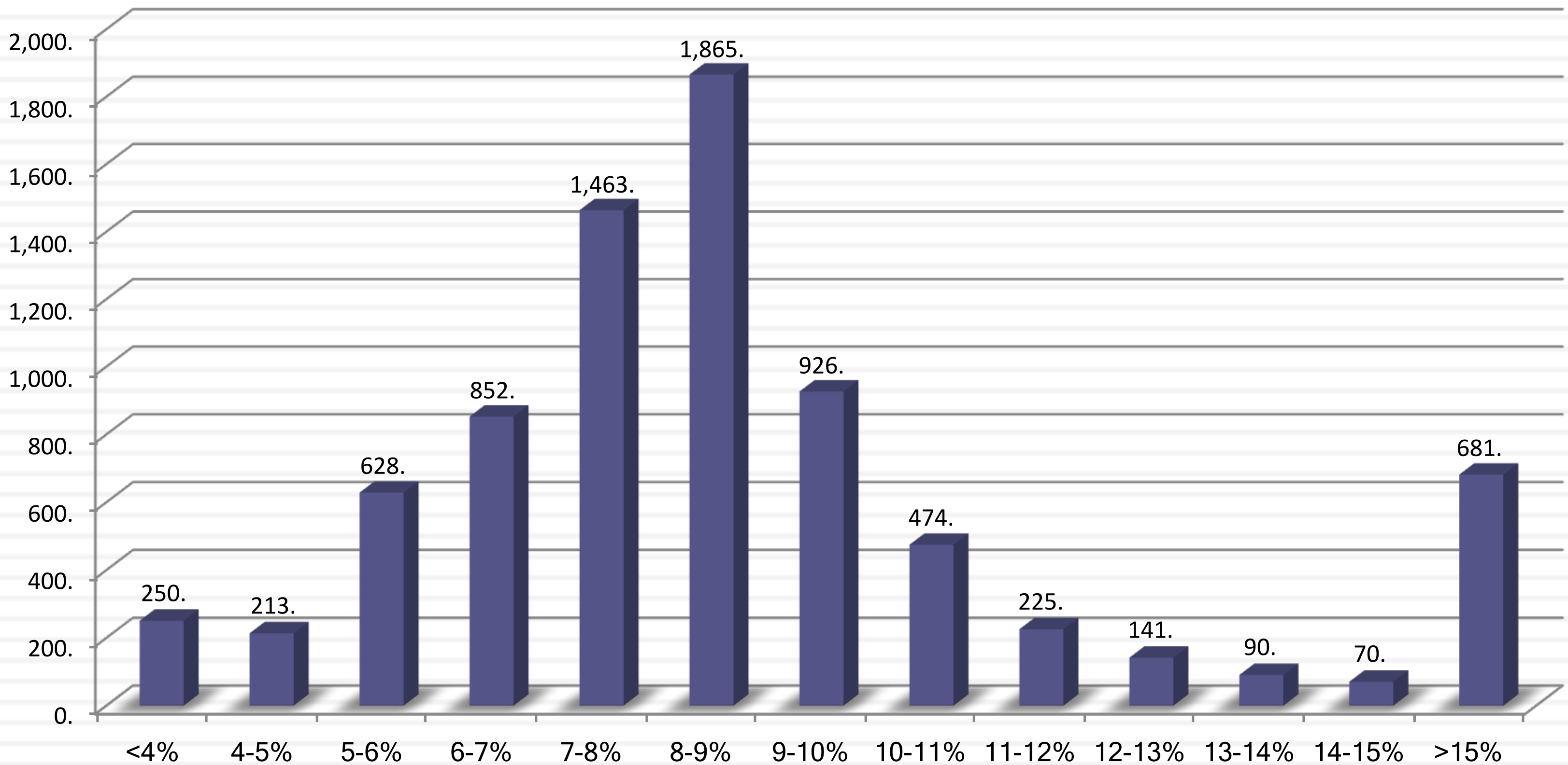
Risk free rate = T.Bond rate on 1/1/16= 2.27%

Equals

Implied Equity Risk Premium (1/1/16) = 8.39% - 2.27% = 6.12%

6. Don’t sweat the small stuff

Cost of equity for Publicly traded US firms



7. Don’t let your macro views drown out your micro views..

- When you are asked to value a company, you should keep your focus on what drives that value. If you bring in your specific macro views into the valuation, the value that you obtain for a company will be a joint result of what you think about the company and your macro views.
- **Bottom line**: If you have macro views, provide them separately. You should be as macro-neutral as you can be, in your company valuations.
- **Follow up**: If you find macro risk dominating your thoughts, deal with it frontally.

San Miguel: November 2015 (in ARS)

Cash flows from existing assets

	2015	Last 5 years
Revenues (millions)	$2,316.41	CAGR of 23.2%
Operating income (millions)	$845.79	Operating margin = 36.51%
Effective tax rate	33.70%	Average = 36%
Book value of equity (millions)	$1,057	
Invested Capital (millions)	$1,442	
Return on invested capital =	38.90%	

The Payoff from growth

Reinvestment Rate
60.00%

Return on Capital
38.90%

Expected Growth
.60*.389=.0968
or 23.34%

Maturty and Closure

Stable Growth
g = 15%;
Cost of capital = 20%
ROC=20%;
Reinvestment Rate=g/ROC
=15/20%= 75%

Terminal Value = 1,046/(.20-.15) = 20,916

ARS Cashflows

	1	2	3	4	5	6	7	8	9	10	Term Year
Revenue growth rate	23.34%	23.34%	23.34%	23.34%	23.34%	21.67%	20.00%	18.34%	16.67%	15.00%	15.00%
Revenues	$ 2,857	$ 3,524	$ 4,346	$ 5,361	$ 6,612	$ 8,044	$ 9,653	$ 11,423	$ 13,327	$ 15,327	$ 17,625
EBIT (Operating income)	$ 1,043	$ 1,287	$ 1,587	$ 1,957	$ 2,414	$ 2,937	$ 3,525	$ 4,171	$ 4,866	$ 5,596	$ 6,436
EBIT(1-t)	$ 692	$ 853	$ 1,052	$ 1,298	$ 1,601	$ 1,940	$ 2,319	$ 2,733	$ 3,176	$ 3,638	$ 4,183
- Reinvestment	$ 336	$ 415	$ 512	$ 631	$ 779	$ 892	$ 1,001	$ 1,102	$ 1,185	$ 1,244	$ 3,137
FCFF	$ 355	$ 438	$ 540	$ 666	$ 822	$ 1,048	$ 1,317	$ 1,631	$ 1,991	$ 2,393	$ 1,046

PV(Terminal value)	$ 3,212
PV (CF over next 10 years)	$ 3,314
Value of operating assets =	$ 6,526
- Debt	$ 1,540
+ Cash	$ 466
Value of equity	$ 5,452
Number of shares	644.20
Estimated value /share	$ 8.46

Discount at $ Cost of Capital (WACC) = 22.62% (.837) + 12.07% (0.163) = 20.87%

The Risk in the Cash flows

On August 18, 2016, San Miguel was trading at $10.30 per shares

Cost of Equity
22.62%

Cost of Debt
(15.57%+.3%)(1-.25) = 12.07%

Weights
E = 83.7 % D = 16.3 %

Riskfree Rate:
ARS Risk free rate =
15.57%

+

Beta
0.83

X

ERP = 8.53%

Country	Revenues	Weight	ERP
Argentina	255	11.08%	17.17%
Rest of the World	2047	88.92%	7.45%
San Miguel	2302	100.00%	8.53%

Firm's D/E
Ratio: 20.6%

Business	Revenues	EV/Sales	Estimated Value	Unlevered Beta
Farming/Agriculture	$ 476	1.3100	$ 624	0.7600
Food Processing	$ 1,163	1.6400	$ 1,907	0.7200
Company	$ 1,639		$ 2,531	0.7299

Latam: Valuation (September 2013)

Cash flows from existing assets

	2012	2008-2012	US Industry average	Global industry average
Revenues	$9,722	$5,213		
Operating income	$276	$468		
Operating margin	2.84%	8.98%	8.38%	0.05
ROIC	6.07%	15.97%	17.97%	6.94%
Sales/Capital	2.14	1.78	2.74	1.67

Revenue growth of **15%** a year for 5 years, tapering down to 2.5% in year 10

Pre-tax operating margin increases to **8.98%** over time.

Sales to capital ratio of **10.0** for first 5 years, **2.74** thereafter

Maturity & Closure

Stable Growth
g = 2.9%; Beta = 1.00;
Cost of capital = 8.5%
ROC= 8.5%;
Reinvestment Rate=2.9%/8.5% = 34.1%

Terminal Value$_{10}$= 1379/(.085-.025) = $24,621

	Base year	*1*	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*	*10*	Terminal year
Revenue growth rate		15.00%	15.00%	15.00%	15.00%	15.00%	12.58%	10.16%	7.74%	5.32%	2.90%	2.90%
Revenues	$9,722	$11,181	$12,858	$14,786	$17,004	$19,555	$22,015	$24,251	$26,129	$27,519	$28,317	$29,138
EBIT (Operating) margin	2.84%	3.45%	4.07%	4.68%	5.30%	5.91%	6.52%	7.14%	7.75%	8.36%	8.98%	8.98%
EBIT (Operating income)	$276	$386	$523	$692	$900	$1,155	$1,436	$1,731	$2,025	$2,302	$2,542	$2,616
Tax rate	16.00%	16.00%	16.00%	16.00%	16.00%	16.00%	16.80%	17.60%	18.40%	19.20%	20.00%	20.00%
EBIT(1-t)	$ 232	$ 324	$ 439	$ 581	$ 756	$ 971	$ 1,195	$ 1,426	$ 1,652	$ 1,860	$ 2,034	$ 2,093
- Reinvestment		$ 146	$ 168	$ 193	$ 222	$ 255	$ 898	$ 816	$ 685	$ 507	$ 291	$ 714
FCFF		$ 179	$ 272	$ 389	$ 535	$ 716	$ 297	$ 610	$ 967	$ 1,352	$ 1,743	$ 1,379

Good

Payoff from growth

Bad

PV(Terminal value)	$ 9,304.39
PV (CF over next 10 years)	$ 3,547.29
Value of operating assets =	$ 12,851.68
- Debt	$ 9,559.56
- Minority interests	$ 26.73
+ Cash	$ 1,286.80
+ Non-operating assets	$ 3.76
Value of equity	$ 4,555.95
Number of shares	475.12
Estimated value /share	$ 9.59
In Chilean Pesos	CLP 4,860

Cost of capital = 16.92% (.466) + 5.76% (.534) = 10.96%

Cost of capital decreases to 8.5% from years 6-10

In September 2013, the stock was trading at 8,910 CLP/share.

Cost of Equity
16.92%

Cost of Debt
Bond rating: BB+
(2.9%+4.3%)(1-.20) = 5.76%

Weights
E = 46.6% D = 53.4%

Riskfree Rate:
Riskfree rate = 2.90%

+

Beta
1.57

X

ERP
8.92%

Financial Risk

Unlevered Beta for Ariline Business: 0.82

D/E=144.5%

The Operating Risk

Brazil	34.3	34.30%	8.75%
Chile	15.7	15.70%	6.95%
United States of America	13	13.00%	5.75%
Peru	6.4	6.40%	8.75%
Colombia	3.8	3.80%	9.13%
Ecuador	2.7	2.70%	17.75%
Argentina	9.2	9.20%	15.88%
Western Europe	7.6	7.60%	6.97%
Central and South America	7.3	7.30%	9.69%
Total	100	100.00%	8.92%

The **Chimera DCF** mixes dollar cash flows with peso discount rates, nominal cash flows with real costs of capital and cash flows before debt payments with costs of equity, violating basic consistency rules

In a **Dreamstate DCF**, you build amazing companies on spreadsheets, making outlandish assumptions about growth and operating margins over time.

In a **Dissonant DCF**, assumptions about growth, risk and cash flows are not consistent with each other, with little or no explanation given for the mismatch.

D+CF ≠ DCF

In a **Trojan Horse DCF**, Just as the Greeks used a wooden horse to smuggle soldiers into Troy, analysts use the Trojan Horse of cash flows to smuggle in a pricing (in the form of a terminal value, estimated by using a multiple).

A **Kabuki DCF** is a work of art, where analyst and rule maker (or court) go through the motions of valuation, with the intent of developing models that are legally or accounting-rule defensible rather than yielding reasonable values.

In a **Robo DCF**, the analyst builds a valuation almost entirely from the most recent financial statements and automated forecasts.

A **Mutant DCF** is a collection of numbers where items have familiar names (free cash flow, cost of capital) but the analyst putting it together has neither a narrative nor a sense of the basic principles of

III. Don't mistake modeling for valuation

Favored Tools
- Accounting statements
- Excel spreadsheets
- Statistical Measures
- Pricing Data

Favored Tools
- Anecdotes
- Experience (own or others)
- Behavioral evidence

A Good Valuation

The Numbers People ⟷ The Narrative People

Illusions/Delusions
1. Precision: Data is precise
2. Objectivity: Data has no bias
3. Control: Data can control reality

Illusions/Delusions
1. Creativity cannot be quantified
2. If the story is good, the investment will be.
3. Experience is the best teacher

From story to numbers and beyond..

Step 1: Develop a narrative for the business that you are valuing
In the narrative, you tell your story about how you see the business evolving over time. Keep it simple & focused.

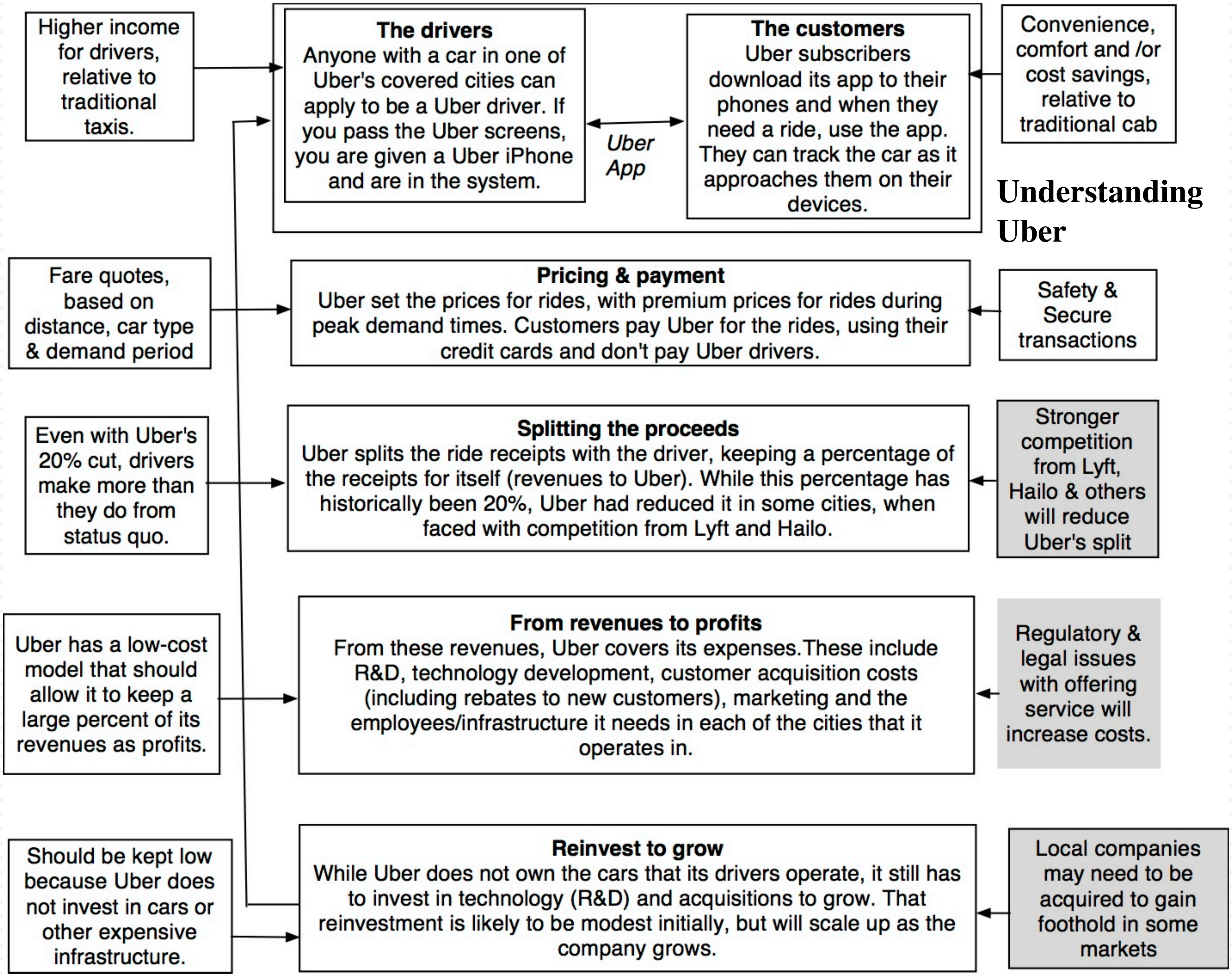
Step 2: Test the narrative to see if it is possible, plausible and probable
There are lots of possible narratives, not all of them are plausible and only a few of them are probable. No fairy tales or runaway stories.

Step 3: Convert the narrative into drivers of value
Take the narrative apart and look at how you will bring it into valuaton inputs starting with potential market size down to cash flows and risk. By the time you are done, each part of the narrative should have a place in your numbers and each number should be backed up a portion of your story.

Step 4: Connect the drivers of value to a valuation
Create an intrinsic valuation model that connects the inputs to an end-value the business.

Step 5: Keep the feedback loop open
Listen to people who know the business better than you do and use their suggestions to fine tune your narrative and perhaps even alter it. Work out the effects on value of alternative narratives for the company.

Understanding Uber



Step 1: The Uber Narrative

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1. An urban car service business: I saw Uber primarily as a force in urban areas and only in the car service business.
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3. With local networking benefits: If Uber becomes large enough in any city, it will quickly become larger, but that will be of little help when it enters a new city.
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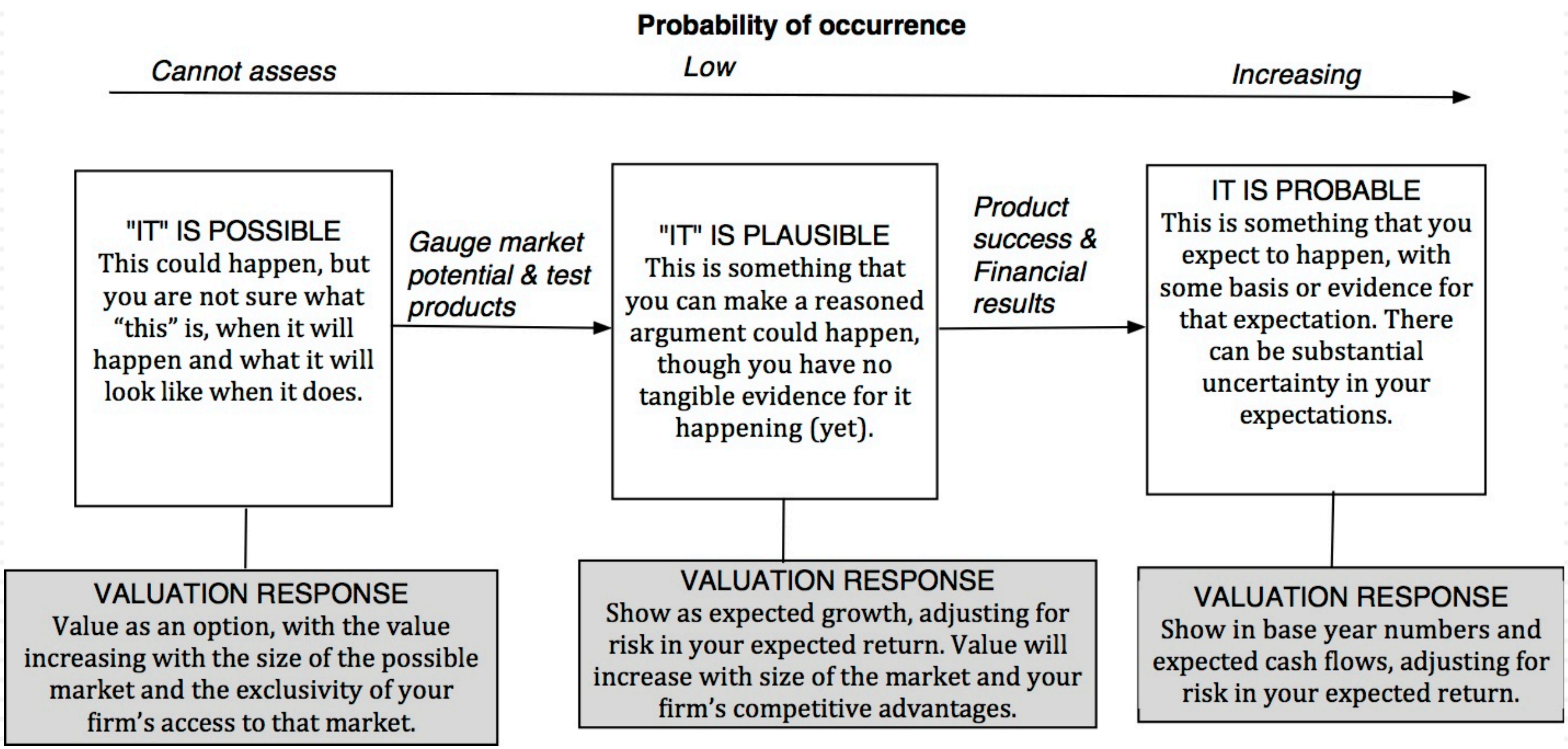
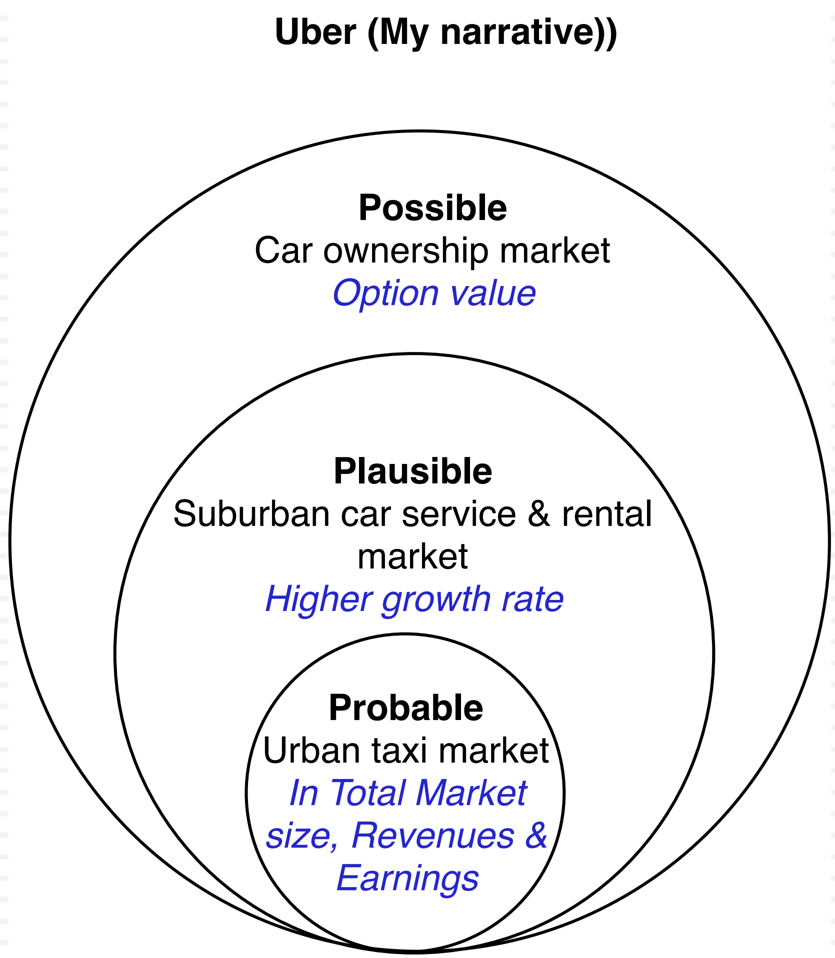
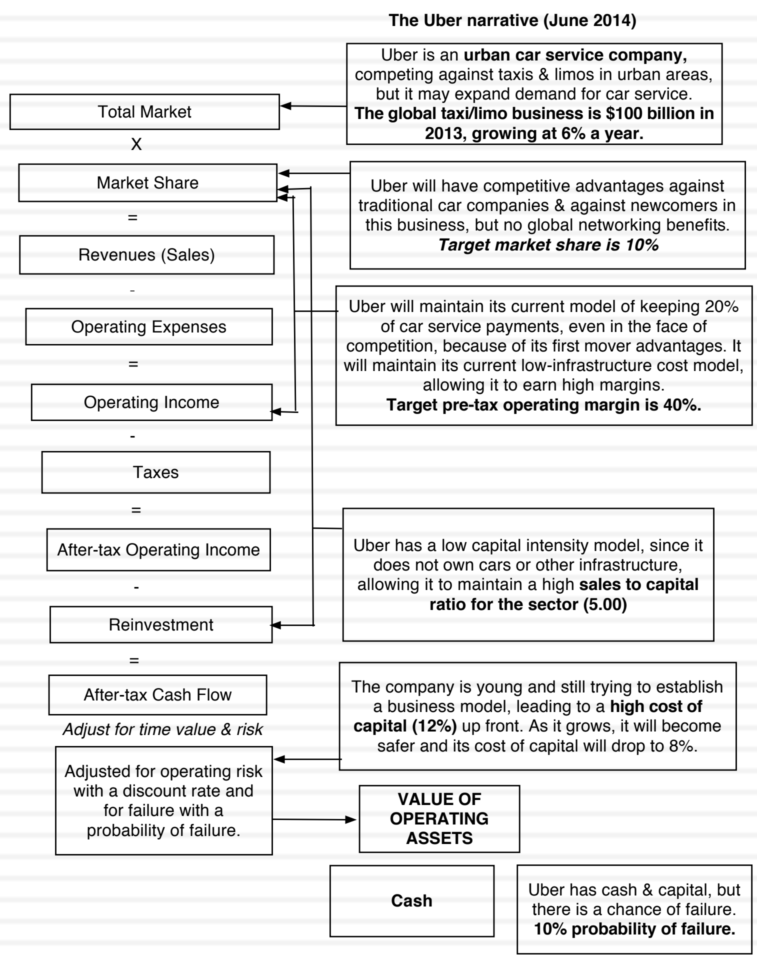
Step 2: Check the narrative against history, economic first principles & common sense



Uber: Possible, Plausible and Probable



Step 3: Connect your narrative to key drivers of value



Step 4: Value the company (Uber)

Uber: Intrinsic valuation - June 8, 2014 (in US $)

Stable Growth (after year 10)
Expected growth rate = 2.50%
Cost of capital = 8%
Return on capital= 25%
Reinvestment Rate= 2.5%/25% = 10%

Terminal Value$_{10}$= 793/(.08-025) = $14,418

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Uber will keep 20% of the gross cab receipts as its revenues

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Uber will pay a tax rate of 30% on its income, increasing to 40% over the next 10 years

Uber will generate $5 in incremental revenues for every dollar of incremental capital.

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Overall market	$106,000	$112,360	$119,102	$126,248	$133,823	$141,852	$150,363	$159,385	$168,948	$179,085
Share of market (gross)	3.63%	5.22%	6.41%	7.31%	7.98%	8.49%	8.87%	9.15%	9.36%	10.00%
Revenues as percent of gross	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%
Annual Revenue	$769	$1,173	$1,528	$1,846	$2,137	$2,408	$2,666	$2,916	$3,163	$3,582
Operating margin	7.00%	10.67%	14.33%	18.00%	21.67%	25.33%	29.00%	32.67%	36.33%	40.00%
Operating Income	$54	$125	$219	$332	$463	$610	$773	$953	$1,149	$1,433
Effective tax rate	31%	32%	33%	34%	35%	36%	37%	38%	39%	40%
- Taxes	$17	$40	$72	$113	$162	$220	$286	$362	$448	$573
After-tax operating income	$37	$85	$147	$219	$301	$390	$487	$591	$701	$860
Sales/Capital Ratio	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
- Reinvestment	$94	$81	$71	$64	$58	$54	$52	$50	$49	$84
Free Cash Flow to the Firm	-$57	$4	$76	$156	$243	$336	$435	$541	$652	$776

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Valuing Bill Gurley's Uber narrative

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Total Market	$300 billion, growing at 3% a year	$300 billion, growing at 3% a year	$100 billion, growing at 6% a year
Market Share	40%	40%	10%
Uber's revenue slice	20%	10%	20%
Value for Uber	$53.4 billion + Option value of entering car ownership market ($10 billion+)	$28.7 billion + Option value of entering car ownership market ($6 billion+)	$5.9 billion + Option value of entering car ownership market ($2-3 billion)

Different narratives, Different Numbers

Total Market	*Growth Effect*	*Network Effect*	*Competitive Advantages*	*Value of Uber*
A4. Mobility Services	B4. Double market size	C5. Strong global network effects	D4. Strong & Sustainable	$90,457
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The Real World Intrudes: Be ready to modify narrative as events unfold

Narrative Break/End	Narrative Shift	Narrative Change (Expansion or Contraction)
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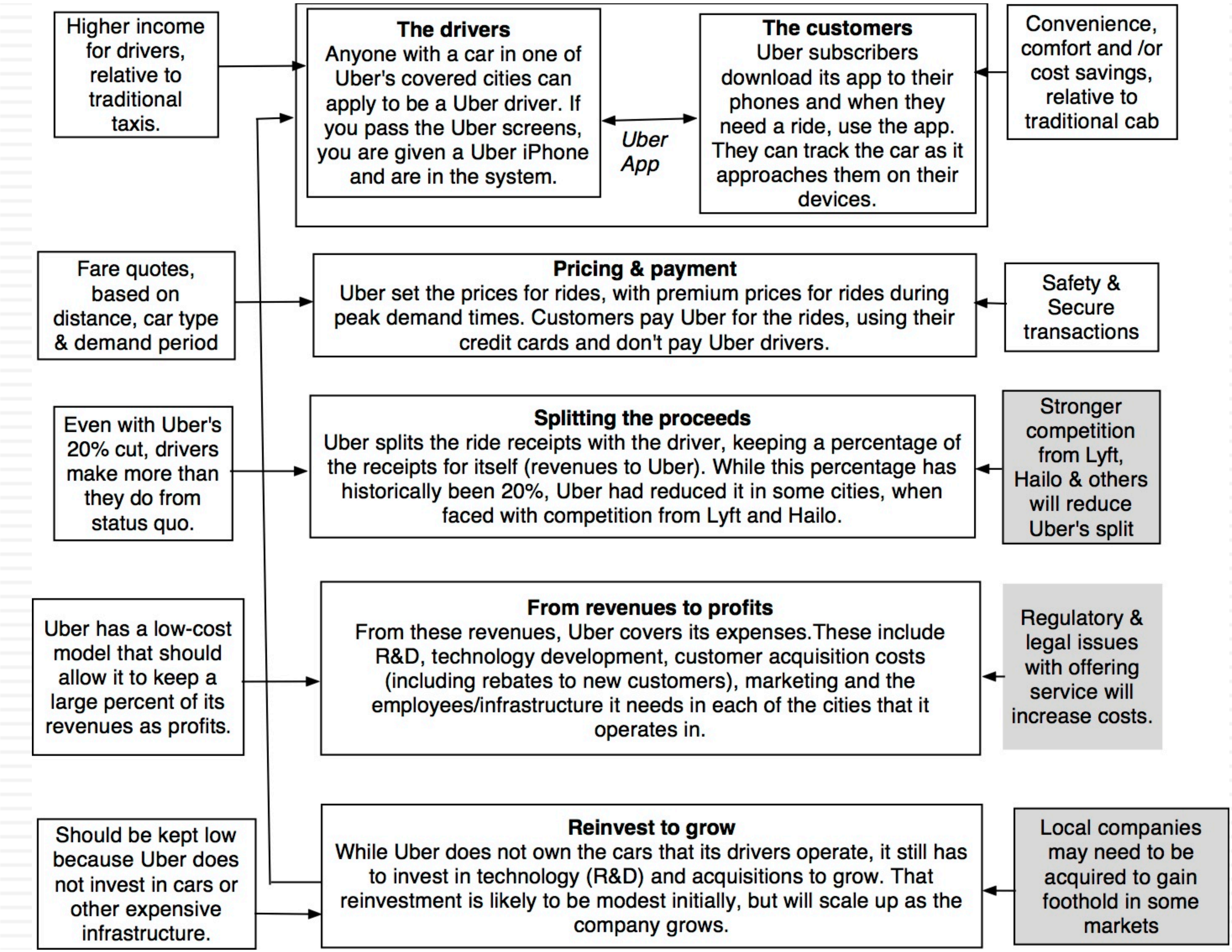
Higher income for drivers, relative to traditional taxis.
The drivers
Anyone with a car in one of Uber's covered cities can apply to be a Uber driver. If you pass the Uber screens, you are given a Uber iPhone and are in the system.
Uber App
The customers
Uber subscribers download its app to their phones and when they need a ride, use the app. They can track the car as it approaches them on their devices.
Convenience, comfort and /or cost savings, relative to traditional cab
Fare quotes, based on distance, car type & demand period
Pricing & payment
Uber set the prices for rides, with premium prices for rides during peak demand times. Customers pay Uber for the rides, using their credit cards and don't pay Uber drivers.
Safety & Secure transactions
Even with Uber's 20% cut, drivers make more than they do from status quo.
Splitting the proceeds
Uber splits the ride receipts with the driver, keeping a percentage of the receipts for itself (revenues to Uber). While this percentage has historically been 20%, Uber had reduced it in some cities, when faced with competition from Lyft and Hailo.
Stronger competition from Lyft, Hailo & others will reduce Uber's split
Uber has a low-cost model that should allow it to keep a large percent of its revenues as profits.
From revenues to profits
From these revenues, Uber covers its expenses.These include R&D, technology development, customer acquisition costs (including rebates to new customers), marketing and the employees/infrastructure it needs in each of the cities that it operates in.
Regulatory & legal issues with offering service will increase costs.
Should be kept low because Uber does not invest in cars or other expensive infrastructure.
Reinvest to grow
While Uber does not own the cars that its drivers operate, it still has to invest in technology (R&D) and acquisitions to grow. That reinvestment is likely to be modest initially, but will scale up as the company grows.
Local companies may need to be acquired to gain foothold in some markets

Step 2: Create a narrative for the future

- Every valuation starts with a narrative, a story that you see unfolding for your company in the future.
- In developing this narrative, you will be making assessments of your company (its products, its management), the market or markets that you see it growing in, the competition it faces and will face and the macro environment in which it operates.
  - Rule 1: Keep it simple.
  - Rule 2: Keep it focused.

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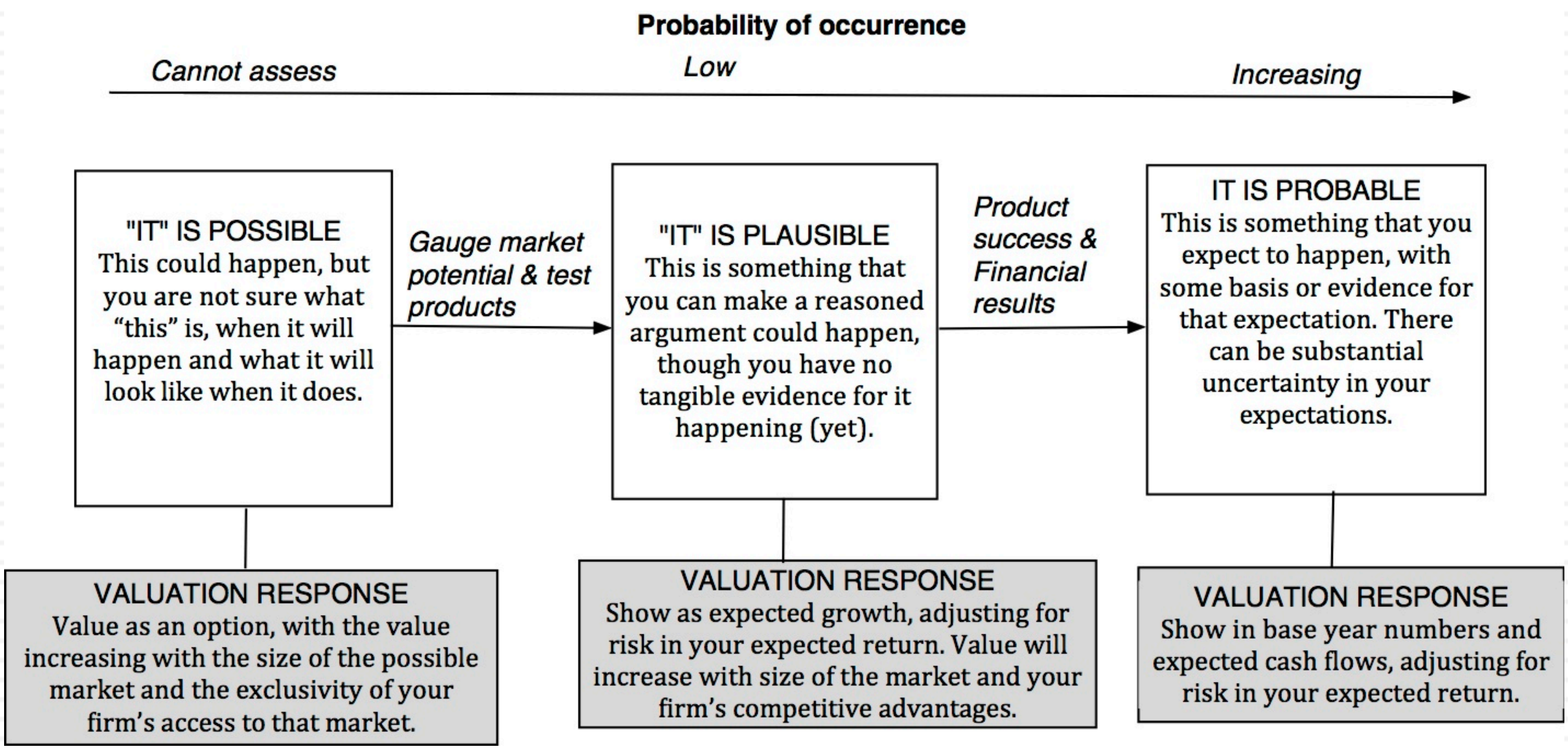

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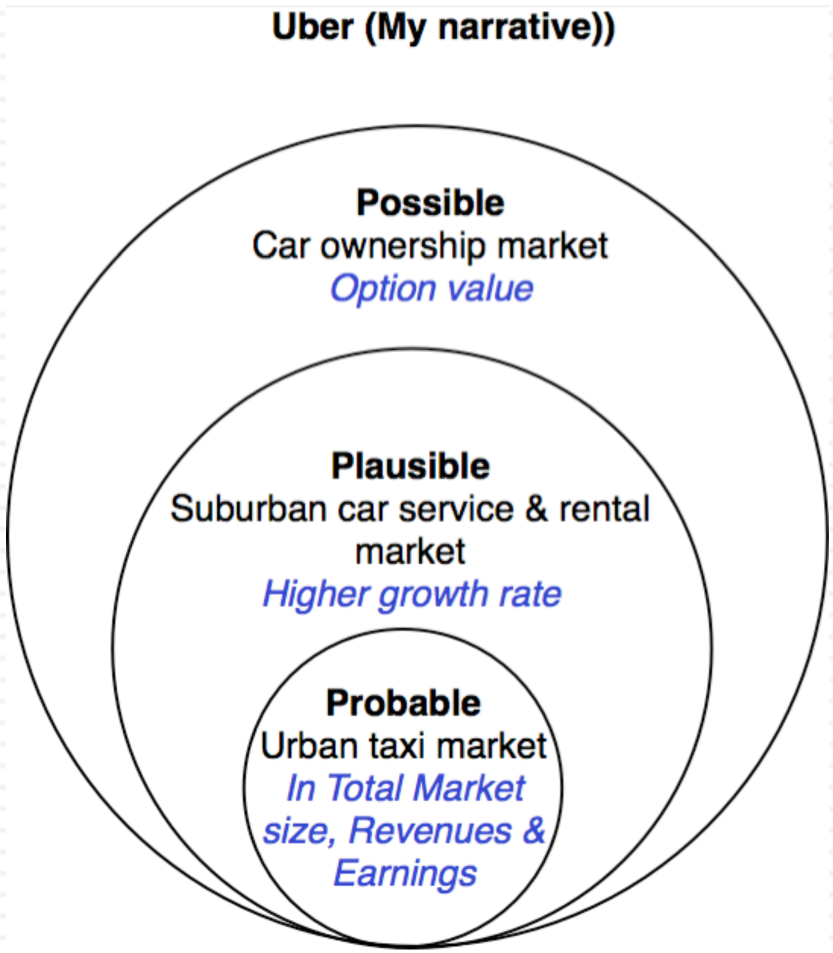

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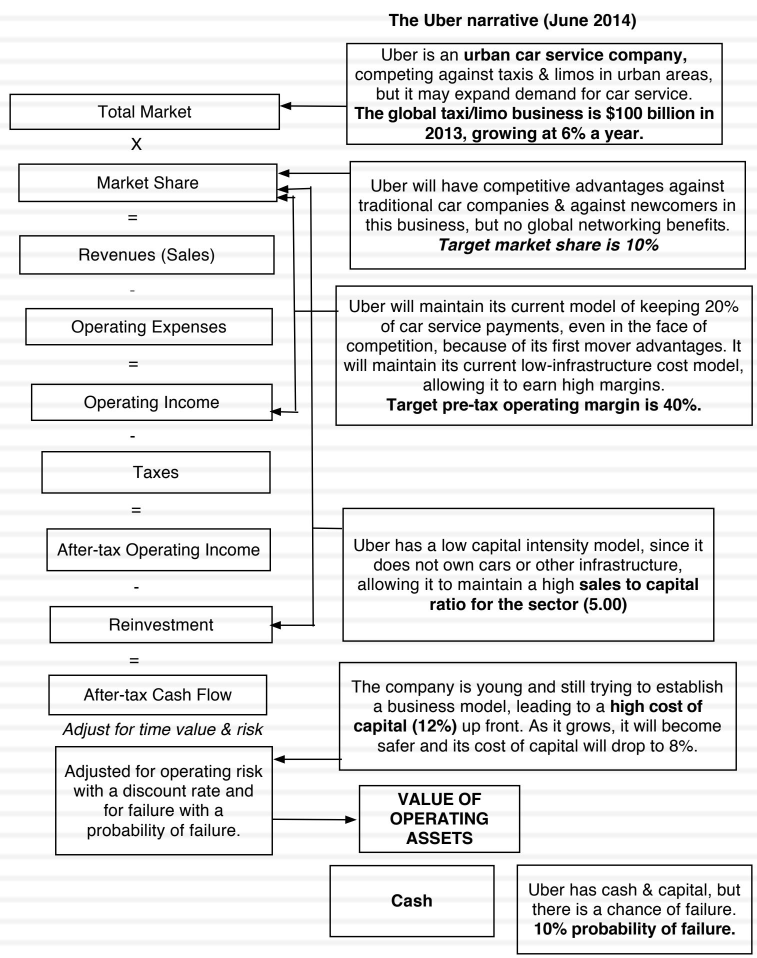

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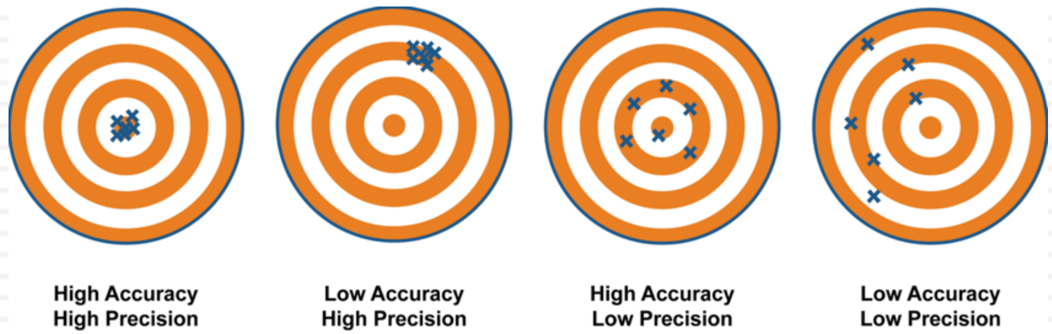
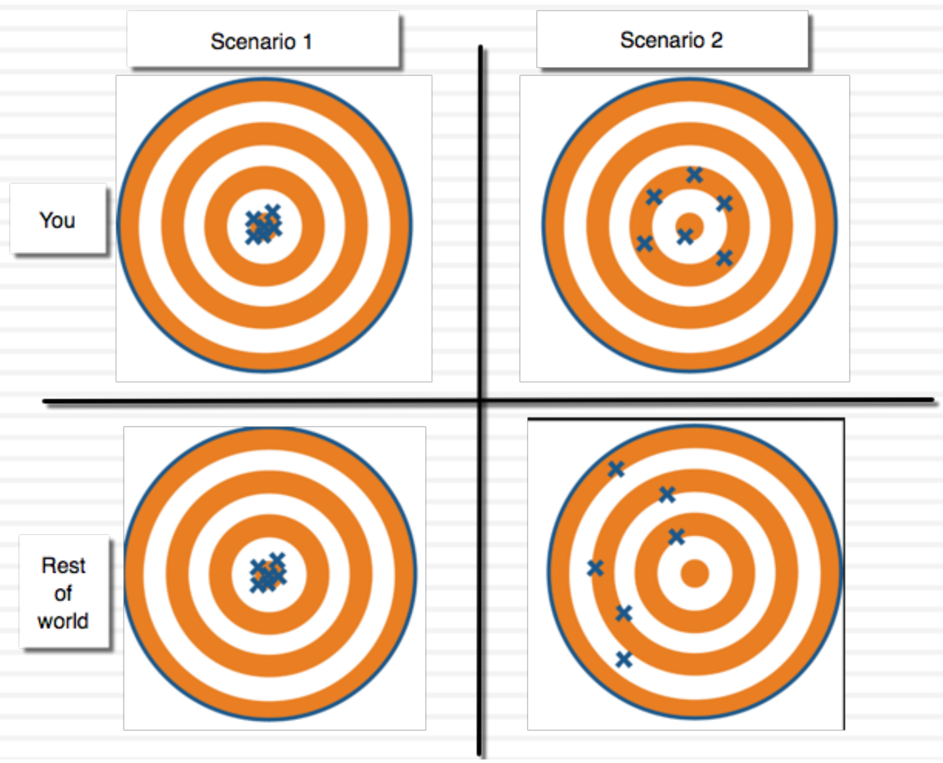
IV. Don't mistake precision for accuracy.. And accuracy for payoff..

Better accurate than precise

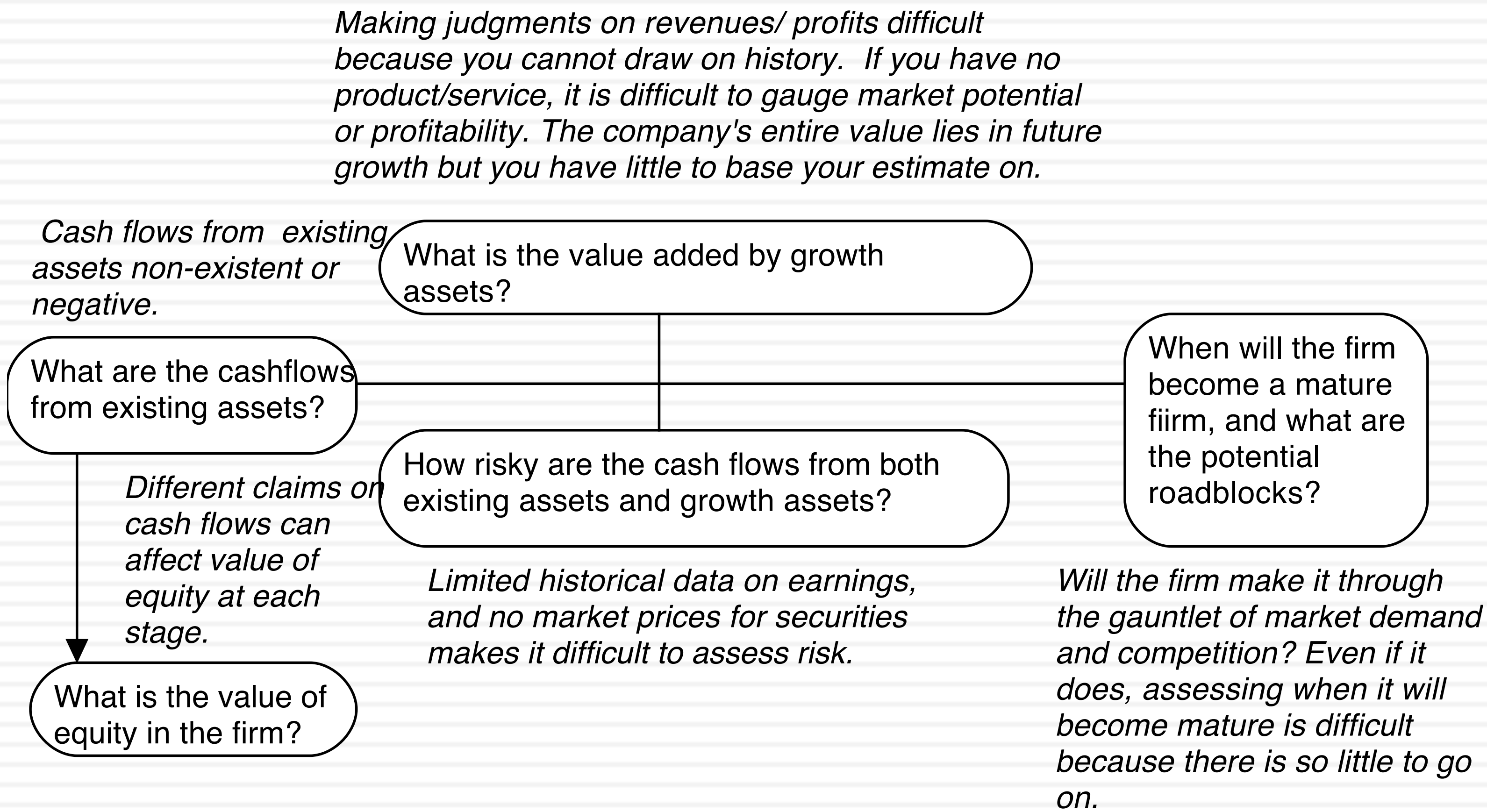


It's all relative



Valuing a start up is hard to do..

Figure 3: Estimation Issues - Young and Start-up Companies



And the dark side will beckon..

- With young start up companies, you will be told that it is "too difficult" or even "impossible" to value these companies, because there is so little history and so much uncertainty in the future.
- Instead, you will be asked to come over to the "dark side", where
  - You will see value metrics that you have never seen before
  - You will hear "macro" stories, justifying value
  - You will be asked to play the momentum game
- While all of this behavior is understandable, none of it makes the uncertainty go away. You have a choice. You can either hide from uncertainty or face up to it.

Twitter: Setting the table in October 2013

	Last 10K	Trailing 12 month
Revenues	$316.93	$534.46
Operating Income	($77.06)	($134.91)
Adjusted Operating Income		$7.66
Invested Capital		$955.00
Adjusted Operating Margin		1.44%
Sales/ Invested Capital		$0.56

Twitter: Priming the Pump for Valuation

1. Make small revenues into big revenues

	2011		2012		2013	
	%	$	%	$	%	$
Google	32.09%	$27.74	31.46%	$32.73	33.24%	$38.83
Facebook	3.65%	$3.15	4.11%	$4.28	5.04%	$5.89
Yahoo!	3.95%	$3.41	3.37%	$3.51	3.10%	$3.62
Microsoft	1.27%	$1.10	1.63%	$1.70	1.78%	$2.08
IAC	1.15%	$0.99	1.39%	$1.45	1.47%	$1.72
AOL	1.17%	$1.01	1.02%	$1.06	0.95%	$1.11
Amazon	0.48%	$0.41	0.59%	$0.61	0.71%	$0.83
Pandora	0.28%	$0.24	0.36%	$0.37	0.50%	$0.58
Twitter	0.16%	$0.14	0.28%	$0.29	0.50%	$0.58
Linkedin	0.18%	$0.16	0.25%	$0.26	0.32%	$0.37
Millennial Media	0.05%	$0.04	0.07%	$0.07	0.10%	$0.12
Other	55.59%	$48.05	55.47%	$57.71	52.29%	$61.09
Total Market	100%	$86.43	100.00%	$104.04	100.00%	$116.82

		Annual growth rate in Global Advertising Spending				
		2.00%	2.50%	3.00%	3.50%	4.00%
Online advertising share of market	20%	$124.78	$131.03	$137.56	$144.39	$151.52
	25%	$155.97	$163.79	$171.95	$180.49	$189.40
	30%	$187.16	$196.54	$206.34	$216.58	$227.28
	35%	$218.36	$229.30	$240.74	$252.68	$265.16
	40%	$249.55	$262.06	$275.13	$288.78	$303.04

My estimate for 2023: Overall online advertising market will be close to $200 billion and Twitter will have about 5.7% ($11.5 billion)

2. Make losses into profits

Company	*Operating Margin*
Google Inc. (NasdaqGS:GOOG)	22.82%
Facebook, Inc. (NasdaqGS:FB)	29.99%
Yahoo! Inc. (NasdaqGS:YHOO)	13.79%
Netlfix	3.16%
Groupon	2.53%
LinkedIn Corporation (NYSE:LNKD)	5.18%
Pandora Media, Inc. (NYSE:P)	-9.13%
Yelp, Inc. (NYSE:YELP)	-6.19%
OpenTable, Inc. (NasdaqGS:OPEN)	24.90%
RetailMeNot	45.40%
Travelzoo Inc. (NasdaqGS:TZOO)	15.66%
Zillow, Inc. (NasdaqGS:Z)	-66.60%
Trulia, Inc. (NYSE:TRLA)	-6.79%
Aggregate	20.40%

My estimate for Twitter: Operating margin of 25% in year 10

3. Reinvest for growth

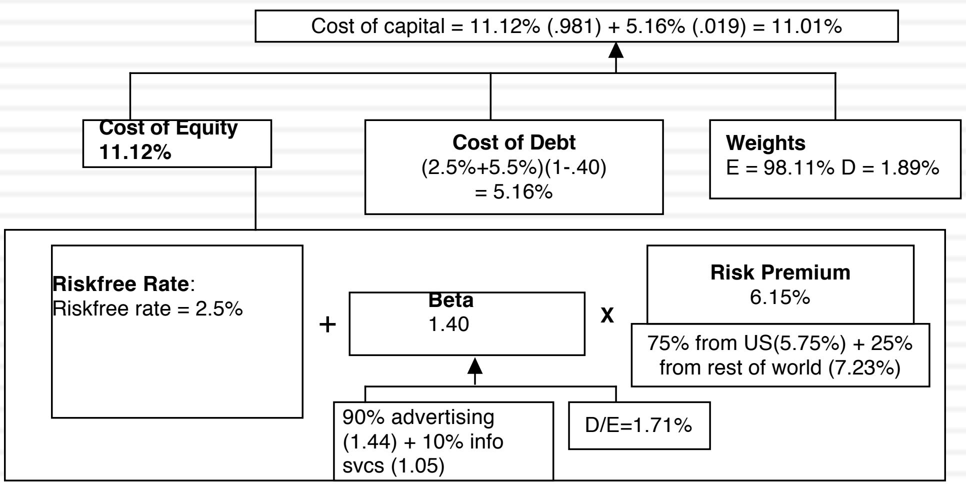
	Sales/ Invested Capital
Twitter (2013)	1.10
Advertising Companies	1.40
Social Media Companies	1.05

My estimate for Twitter: Sales/Capital will be 1.50 for next 10 years

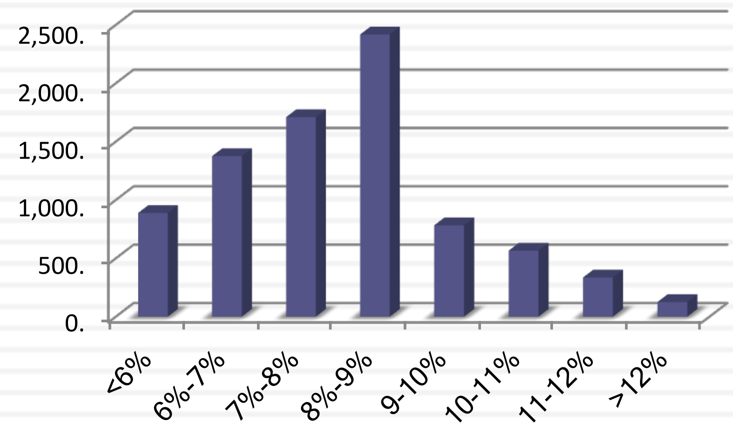
The Cost of Capital for Twitter

Risk in the discount rate

My estimate for Twitter



Cost of Capital: US - Nov '13



0% *Survival Risk* 100%

Probability that the firm will not make it as a going concern

Certain to make it as going concern → *Certain to fail*

My assumption for Twitter

Twitter Pre-IPO Valuation: October 27, 2013

Starting numbers

	Last 10K	Trailing 12 month
Revenues	$316.93	$534.46
Operating income	-$77.06	-$134.91
Adjusted Operating Income		$7.67
Invested Capital		$955.00
Adjusted Operatng Margin		1.44%
Sales/ Invested Capital		0.56
Interest expenses	$2.49	$5.30

Revenue growth of 51.5% a year for 5 years, tapering down to 2.5% in year 10

Pre-tax operating margin increases to 25% over the next 10 years

Sales to capital ratio of **1.50** for incremental sales

Stable Growth
g = 2.5%; Beta = 1.00;
Cost of capital = 8%
ROC= **12**%;
Reinvestment Rate=2.5%/12% = 20.83%

Terminal Value$_{10}$= 1466/(.08-.025) = $26,657

	1	2	3	4	5	6	7	8	9	10
Revenues	$ 810	$1,227	$1,858	$2,816	$4,266	$6,044	$7,973	$9,734	$10,932	$11,205
Operating Income	$ 31	$ 75	$ 158	$ 306	$ 564	$ 941	$1,430	$1,975	$ 2,475	$ 2,801
Operating Income after tax	$ 31	$ 75	$ 158	$ 294	$ 395	$ 649	$ 969	$1,317	$ 1,624	$ 1,807
- Reinvestment	$ 183	$ 278	$ 421	$ 638	$ 967	$1,186	$1,285	$1,175	$ 798	$ 182
FCFF	$(153)	$ (203)	$ (263)	$ (344)	$ (572)	$ (537)	$ (316)	$ 143	$ 826	$ 1,625

Operating assets	$9,705
+ Cash	321
+ IPO Proceeds	1295
- Debt	214
Value of equity	11,106
- Options	713
Value in stock	10,394
/ # of shares	582.46
Value/share	$17.84

Terminal year (11)

EBIT (1-t)	$ 1,852
- Reinvestment	$ 386
FCFF	$ 1,466

Cost of capital = 11.12% (.981) + 5.16% (.019) = 11.01%

Cost of capital decreases to 8% from years 6-10

Cost of Equity
11.12%

Cost of Debt
(2.5%+5.5%)(1-.40)
= 5.16%

Weights
E = 98.1% D = 1.9%

Riskfree Rate:
Riskfree rate = 2.5%

\+

Beta
1.40

X

Risk Premium
6.15%

75% from US(5.75%) + 25% from rest of world (7.23%)

90% advertising (1.44) + 10% info svcs (1.05)

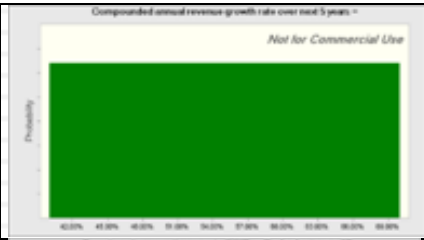
D/E=1.71%

A sobering reminder: You will be "wrong" and it is okay

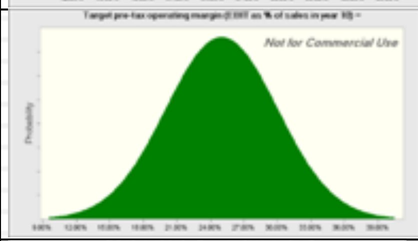
- No matter how careful you are in getting your inputs and how well structured your model is, your estimate of value will change both as new information comes out about the company, the business and the economy.
- As information comes out, you will have to adjust and adapt your model to reflect the information. Rather than be defensive about the resulting changes in value, recognize that this is the essence of risk.
- Remember that it is not just your value that is changing, but so is the price, and the price will change a great deal more than the value.

And your value is not a fact, but an estimate..

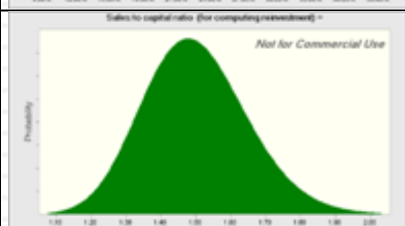
Revenue Growth Rate
Distribution: Uniform
Expected Value = 55%
Minimum Value: 40%
Maximum Value: 70%



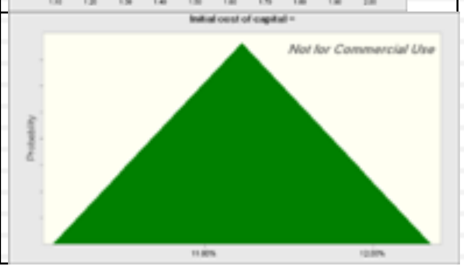
Target Operating Margin
Distribution: Normal
Expected Value = 25%
Standard Deviation = 5%

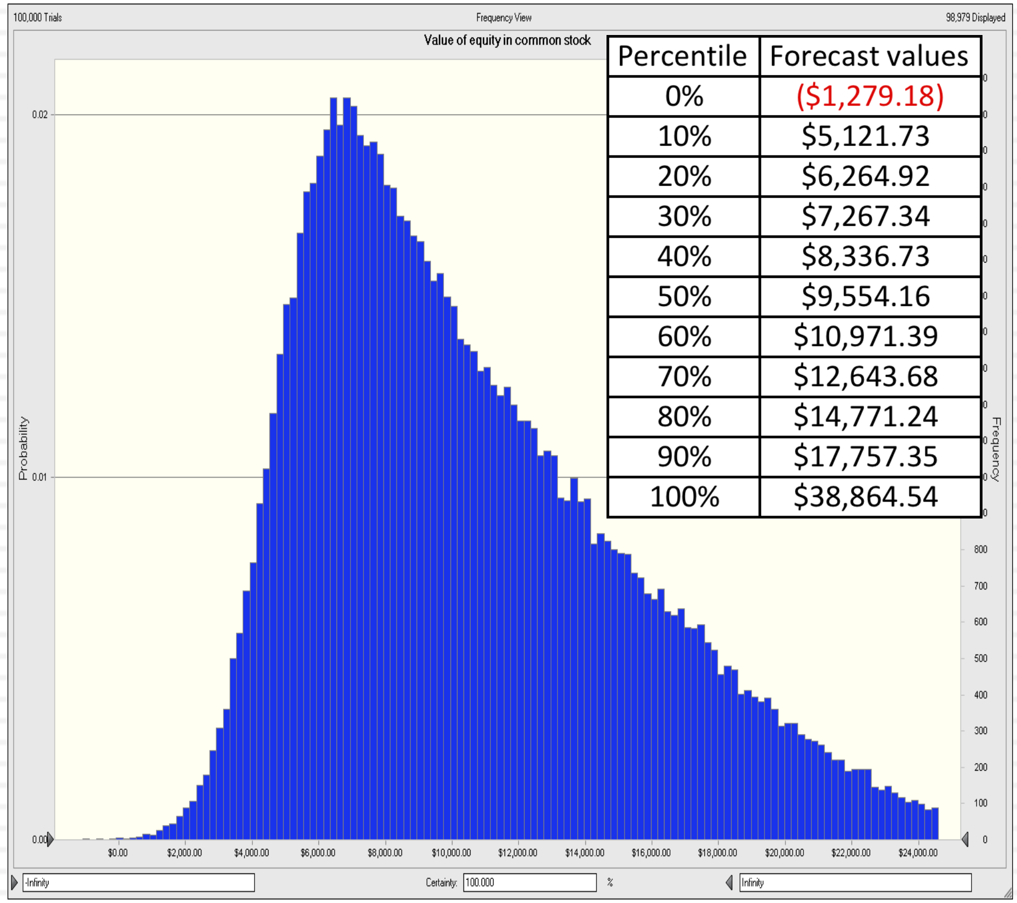


Sales to Capital Ratio
Distribution: Lognormal
Expected value: 1.50
Standard deviation: 0.15



Cost of Capital
Distribution: Triangular
Expected value: 11.22%
Minimum value: 10.02%
Maximum value: 12.22%





Percentile	Forecast values
0%	($1,279.18)
10%	$5,121.73
20%	$6,264.92
30%	$7,267.34
40%	$8,336.73
50%	$9,554.16
60%	$10,971.39
70%	$12,643.68
80%	$14,771.24
90%	$17,757.35
100%	$38,864.54

Forecasting in the face of uncertainty. A test:

- In which of these two cities would you find it easier to forecast the weather?

Weather changeability for Honolulu, Hawaii

Temperature	Last Month	Last Year
Average change in high temperature day-to-day	1.7°	1.2°
Average change in low temperature day-to-day	1.5°	2.0°

Precipitation	Last Month	Last Year
Chance of dry day after a precip day	67%	81%
Chance of precip day after a dry day	7%	13%

Weather changeability for Epping, North Dakota

Temperature	Last Month	Last Year
Average change in high temperature day-to-day	8.5°	7.7°
Average change in low temperature day-to-day	7.1°	8.6°

Precipitation	Last Month	Last Year
Chance of dry day after a precip day	50%	65%
Chance of precip day after a dry day	38%	20%

But the payoff is greatest where there is the most uncertainty…

Weather changeability for Honolulu, Hawaii

Temperature	Last Month	Last Year
Average change in high temperature day-to-day	1.7°	1.2°
Average change in low temperature day-to-day	1.5°	2.0°

Precipitation	Last Month	Last Year
Chance of dry day after a precip day	67%	81%
Chance of precip day after a dry day	7%	13%

Further changeability analysis »

Weather forecast accuracy for Honolulu, Hawaii

Last Month

MeteoGroup	**88.44%**
Persistence	**81.80%**
CustomWeather	**78.23%**
The Weather Channel	73.12%
AccuWeather	69.89%
Weather Underground	62.10%
National Weather Service	48.39%
Foreca	44.35%
WeatherBug	32.26%

Last Year

MeteoGroup	**88.50%**
CustomWeather	**85.87%**
AccuWeather	**81.82%**
The Weather Channel	81.56%
Persistence	80.44%
Weather Underground	67.07%
National Weather Service	59.90%
Foreca	57.52%
WeatherBug	37.09%

Weather changeability for Epping, North Dakota

Temperature	Last Month	Last Year
Average change in high temperature day-to-day	8.5°	7.7°
Average change in low temperature day-to-day	7.1°	8.6°

Precipitation	Last Month	Last Year
Chance of dry day after a precip day	50%	65%
Chance of precip day after a dry day	38%	20%

Further changeability analysis »

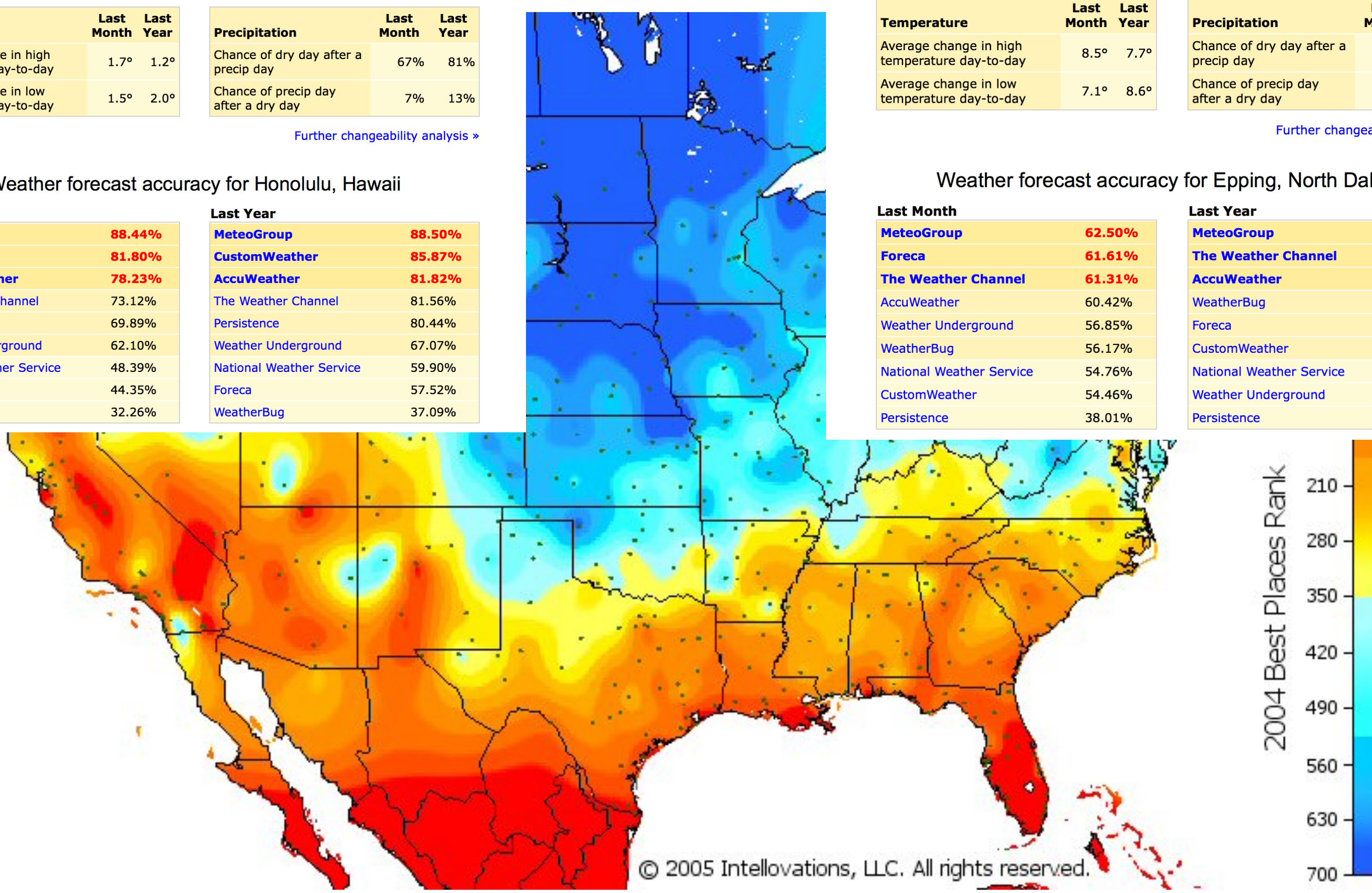
Weather forecast accuracy for Epping, North Dakota

Last Month

MeteoGroup	**62.50%**
Foreca	**61.61%**
The Weather Channel	**61.31%**
AccuWeather	60.42%
Weather Underground	56.85%
WeatherBug	56.17%
National Weather Service	54.76%
CustomWeather	54.46%
Persistence	38.01%

Last Year

MeteoGroup	**66.97%**
The Weather Channel	**66.73%**
AccuWeather	**64.86%**
WeatherBug	64.80%
Foreca	62.75%
CustomWeather	62.70%
National Weather Service	62.64%
Weather Underground	61.38%
Persistence	44.09%



V. Don’t mistake price for value!

Drivers of intrinsic value
- Cashflows from existing assets
- Growth in cash flows
- Quality of Growth

Drivers of price
- Market moods & momentum
- Surface stories about fundamentals

Accounting Estimates

Valuation Estimates

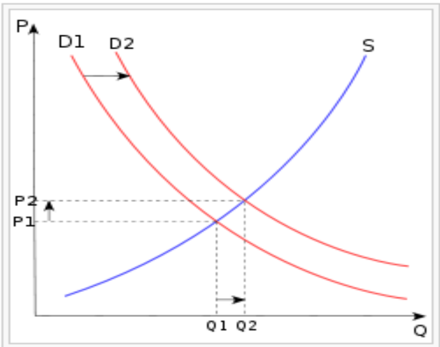
INTRINSIC VALUE

Value

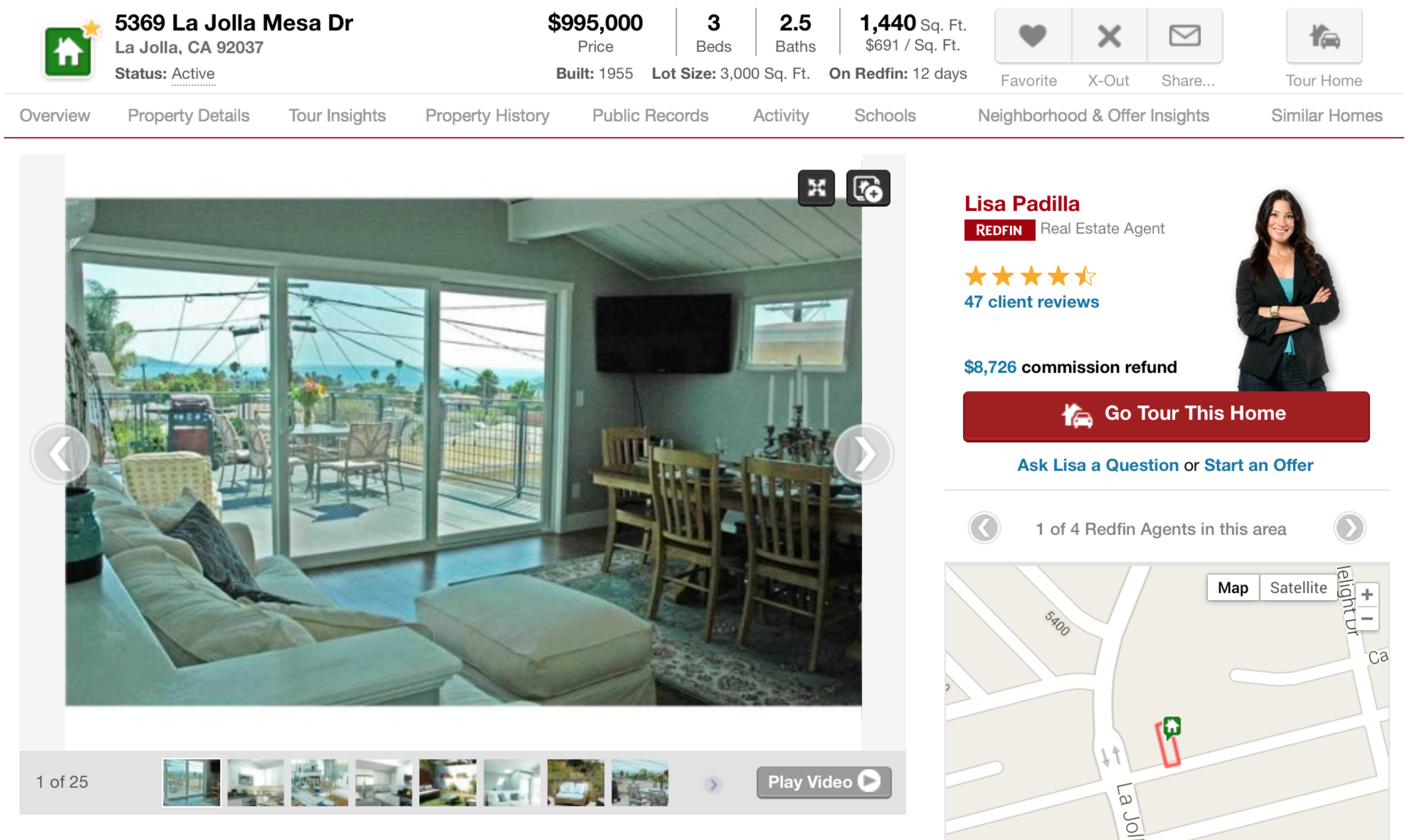
THE GAP
Is there one?
If so, will it close?
If it will close, what will cause it to close?

Price

PRICE



Test 1: Are you pricing or valuing?



Test 2: Are you pricing or valuing?

Europe
Switzerland

Biotechnology
Biotechnology

Reuters	Bloomberg	Exchange	Ticker
BION.S	BION SW	SWX	BION

Price at 12 Aug 2013 (CHF)	124.00
Price Target (CHF)	164.50
52-week range (CHF)	128.40 - 84.90

Strong sector and stock-picking continue

Impressive performance

Over the past two years, BB Biotech shares have roughly tripled, which could tempt investors to take profits. However, this performance has been well backed by a deserved revival of the biotech industry, encouraging fundamental news, M&A, and increased money flow into health care stocks. In addition, BBB returned to index outperformance by modifying its stock-picking approach. Hence, despite excellent performance, the shares still trade at a 23% discount to the net asset value of the portfolio. Hence, the shares are an attractive value vehicle to capture growth opportunities in an attractive sector.

Biotech industry remains attractive

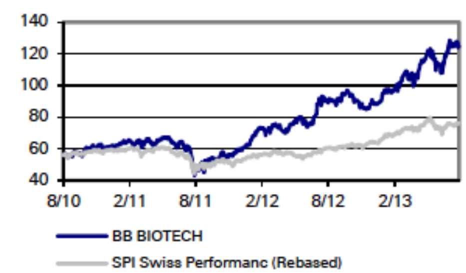
With the re-rating of the pharma sector, investors have also showed increased interest in biotech stocks. Established biotech stocks have delivered encouraging financial results and approvals, while there has also been substantial industry consolidation, which is not surprising in times of "cheap" money and high liquidity. BB Biotech remains an attractive vehicle to capture the future potential of the biotech sector. In addition, investors benefit from a 23% discount to NAV and attractive cash distribution policy of 5% yield p.a. Hence, we reiterate our Buy on BB Biotech shares

Key changes

Target Price	106.50 to 164.50	↑	54.5%

Source: Deutsche Bank

Price/price relative



Performance (%)	1m	3m	12m
Absolute	-1.4	5.4	37.4

Test 3: Are you pricing or valuing?

	1	2	3	4	5
EBITDA	$100.00	$120.00	$144.00	$172.80	$207.36
- Depreciation	$20.00	$24.00	$28.80	$34.56	$41.47
EBIT	$80.00	$96.00	$115.20	$138.24	$165.89
- Taxes	$24.00	$28.80	$34.56	$41.47	$49.77
EBIT (1-t)	$56.00	$67.20	$80.64	$96.77	$116.12
+ Depreciation	$20.00	$24.00	$28.80	$34.56	$41.47
- Cap Ex	$50.00	$60.00	$72.00	$86.40	$103.68
- Chg in WC	$10.00	$12.00	$14.40	$17.28	$20.74
FCFF	$16.00	$19.20	$23.04	$27.65	$33.18
Terminal Value					$1,658.88
Cost of capital	8.25%	8.25%	8.25%	8.25%	8.25%
Present Value	$14.78	$16.38	$18.16	$20.14	$1,138.35
Value of operating assets today	$1,207.81				
+ Cash	$125.00				
- Debt	$200.00				
Value of equity	**$1,132.81**				

The determinants of price

Mood and Momentum
Price is determined in large part by mood and momentum, which, in turn, are driven by behavioral factors (panic, fear, greed).

Liquidity & Trading Ease
While the value of an asset may not change much from period to period, liquidity and ease of trading can, and as it does, so will the price.

The Market Price

Incremental information
Since you make money on price changes, not price levels, the focus is on incremental information (news stories, rumors, gossip) and how it measures up, relative to expectations

Group Think
To the extent that pricing is about gauging what other investors will do, the price can be determined by the "herd".

Multiples and Comparable Transactions

Market value of equity

Market value for the firm
Firm value = Market value of equity
+ Market value of debt

Market value of operating assets of firm
Enterprise value (EV) = Market value of equity
+ Market value of debt
- Cash

Step 1: Pick a multiple

$$\text{Multiple} = \frac{\text{Numerator = What you are paying for the asset}}{\text{Denominator = What you are getting in return}}$$

⇒ **CHOOSE A MULTIPLE**

Revenues
a. Accounting revenues
b. Drivers
- # Customers
- # Subscribers
= # units

Earnings
a. To Equity investors
- Net Income
- Earnings per share
b. To Firm
- Operating income (EBIT)

Cash flow
a. To Equity
- Net Income + Depreciation
- Free CF to Equity
b. To Firm
- EBIT + DA (EBITDA)
- Free CF to Firm

Book Value
a. Equity
= BV of equity
b. Firm
= BV of debt + BV of equity
c. Invested Capital
= BV of equity + BV of debt - Cash

Step 2: Choose comparables

- Narrow versus Broad sector/business
- Similar market cap or all companies
- Country, Region or Global
- Other criteria, subjective & objective

⇒ **PICK COMPARABLE FIRMS**

Step 3: Tell a story

Risk
- Lower risk for higher value
- Higher risk for lower value

Growth
- Higher growth for higher value
- Lower growth for lower value

Quality of growth
- Higher barriers to entry/moats for higher value
- Lower barriers to entry for lower value

SPIN/TELL YOUR STORY

To be a better pricer, here are four suggestions

- Check your multiple or consistency/uniformity
  - In use, the same multiple can be defined in different ways by different users. When comparing and using multiples, estimated by someone else, it is critical that we understand how the multiples have been estimated
- Look at all the data, not just the key statistics
  - Too many people who use a multiple have no idea what its cross sectional distribution is. If you do not know what the cross sectional distribution of a multiple is, it is difficult to look at a number and pass judgment on whether it is too high or low.
- Don't forget the fundamentals ultimately matter
  - It is critical that we understand the fundamentals that drive each multiple, and the nature of the relationship between the multiple and each variable.
- Don't define comparables based only on sector
  - Defining the comparable universe and controlling for differences is far more difficult in practice than it is in theory.

Pricing Twitter: Start with the "comparables"

Company	*Market Cap*	*Enterprise value*	*Revenues*	*EBITDA*	*Net Income*	*Number of users (millions)*	*EV/User*	*EV/Revenue*	*EV/EBITDA*	*PE*
Facebook	$173,540.00	$160,090.00	$7,870.00	$3,930.00	$1,490.00	1230.00	$130.15	20.34	40.74	116.47
Linkedin	$23,530.00	$19,980.00	$1,530.00	$182.00	$27.00	277.00	$72.13	13.06	109.78	871.48
Pandora	$7,320.00	$7,150.00	$655.00	-$18.00	-$29.00	73.40	$97.41	10.92	NA	NA
Groupon	$6,690.00	$5,880.00	$2,440.00	$125.00	-$95.00	43.00	$136.74	2.41	47.04	NA
Netflix	$25,900.00	$25,380.00	$4,370.00	$277.00	$112.00	44.00	$576.82	5.81	91.62	231.25
Yelp	$6,200.00	$5,790.00	$233.00	$2.40	-$10.00	120.00	$48.25	24.85	2412.50	NA
Open Table	$1,720.00	$1,500.00	$190.00	$63.00	$33.00	14.00	$107.14	7.89	23.81	52.12
Zynga	$4,200.00	$2,930.00	$873.00	$74.00	-$37.00	27.00	$108.52	3.36	39.59	NA
Zillow	$3,070.00	$2,860.00	$197.00	-$13.00	-$12.45	*34.50*	$82.90	14.52	NA	NA
Trulia	$1,140.00	$1,120.00	$144.00	-$6.00	-$18.00	*54.40*	$20.59	7.78	NA	NA
Tripadvisor	$13,510.00	$12,860.00	$945.00	$311.00	$205.00	*260.00*	$49.46	13.61	41.35	65.90
						Average	$130.01	11.32	350.80	267.44
						Median	$97.41	10.92	44.20	116.47

Read the tea leaves: See what the market cares about

	Market Cap	Enterprise value	Revenues	EBITDA	Net Income	Number of users (millions)
Market Cap	1.					
Enterprise value	0.9998	1.				
Revenues	0.8933	0.8966	1.			
EBITDA	0.9709	0.9701	0.8869	1.		
Net Income	0.8978	0.8971	0.8466	0.9716	1.	
Number of users (millions)	0.9812	0.9789	0.8053	0.9354	0.8453	1.

Twitter had 240 million users at the time of its IPO. What price would you attach to the company?

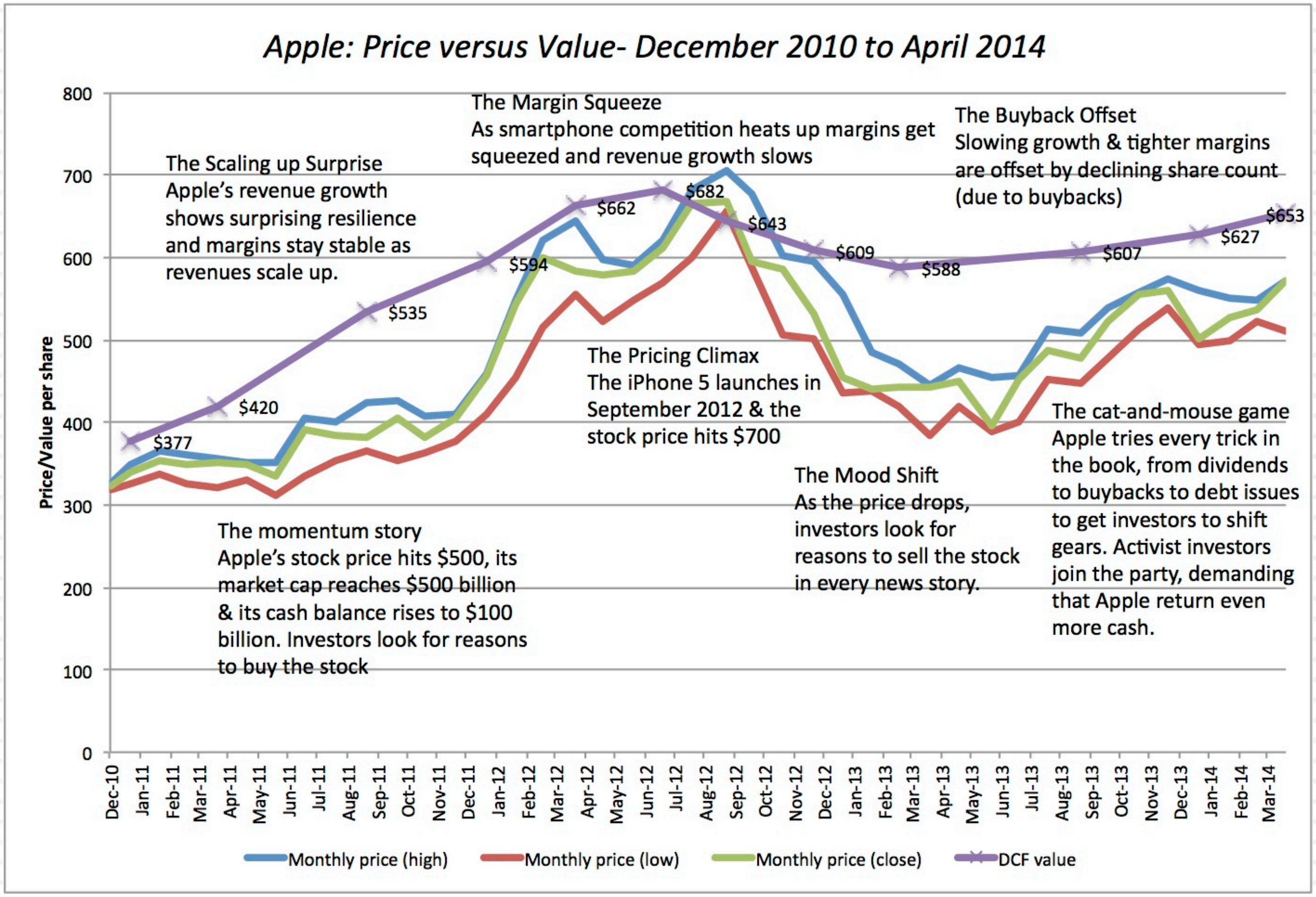
Use the “market metric” and “market price”

- The most important variable, in late 2013, in determining market value and price in this sector (social media, ill defined as that is) is the number of users that a company has.
- Looking at comparable firms, it looks like the market is paying about $100/user in valuing social media companies, with a premium for “predictable” revenues (subscriptions) and user intensity.
- Twitter has about 240 million users and can be valued based on the $100/user:
- Enterprise value = 240 * 100 = $24 billion

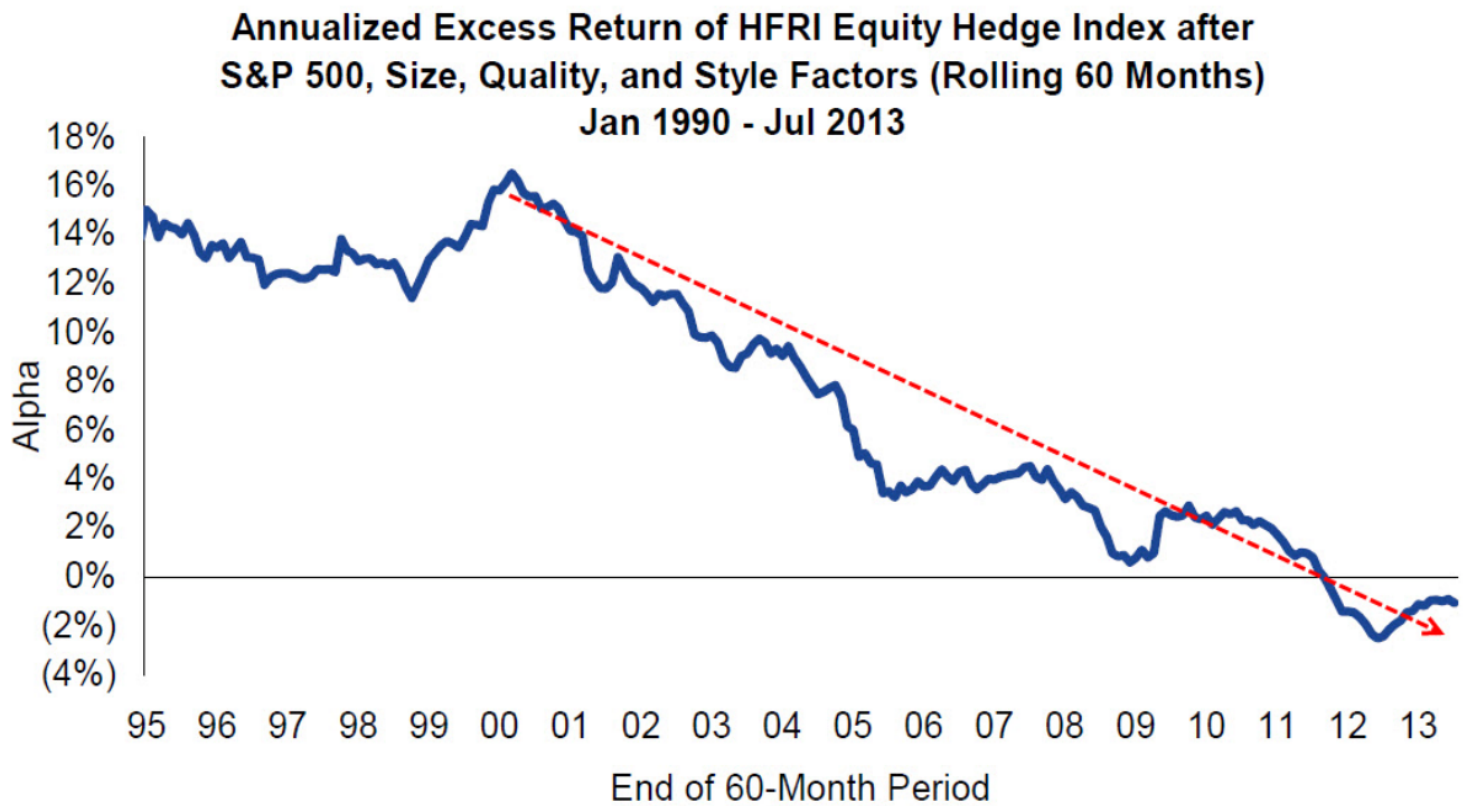
VI. Investing is an act of faith..

- When investing, we are often told that if you are virtuous (careful in your research, good at valuation, have a long time horizon), you will be rewarded (with high returns).
- That pitch is amplified by anecdotal evidence of righteous ones, i.e., those who have followed the path to success.
- Those who chose not to be virtuous are labeled as "speculators", viewed as shallow and deserving of the fate that awaits them.

1. Investment Heaven is a promise, not a guarantee..



2. There is no "smart" money



3. There is nothing more tiresome than a value investing scold

- Rigid: The strategies that have come to characterize a great deal of value investing reveal an astonishing faith in accounting numbers and an equally stunning lack of faith in markets getting anything right.
- Righteous: Value investors have convinced themselves that they are better people than other investors. Index fund investors are viewed as "academic stooges", growth investors are considered to be "dilettantes" and momentum investors are "lemmings". Value investors consider themselves to be the grown ups in the investing game.
- Ritualistic: Modern day value investing has a whole menu of rituals that investors have to perform to meet be "value investors". The rituals range from the benign (reading Security Analysis by Graham) to the not-so-benign..

Follow the yellow brick road..