Website for this class: http://people.stern.nyu.edu/adamodar/New_Home_Page/triumdesc.html

APPLIED CORPORATE FINANCE

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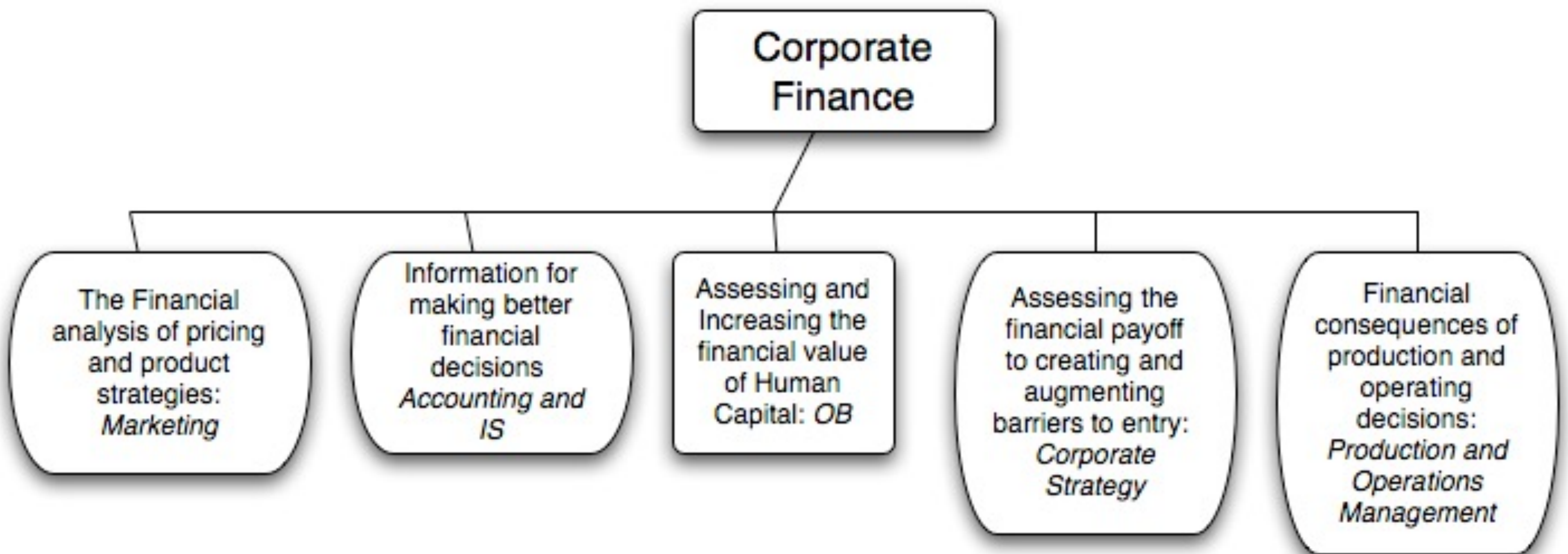
What is corporate finance?

- Every decision that a business makes has financial implications, and any decision which affects the finances of a business is a corporate finance decision.
- Defined broadly, everything that a business does fits under the rubric of corporate finance.



The Traditional Accounting Balance Sheet

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

The Financial View of the Firm

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*

First Principles & The Big Picture

- Maximize the value of the business (firm)
  - **The Investment Decision** Invest in assets that earn a return greater than the minimum acceptable hurdle rate
    - The **hurdle rate** should reflect the riskiness of the investment and the mix of debt and equity used to fund it.
    - The **return** should relfect the magnitude and the timing of the cashflows as welll as all side effects.
  - **The Financing Decision** Find the right kind of debt for your firm and the right mix of debt and equity to fund your operations
    - The **optimal mix** of debt and equity maximizes firm value
    - The **right kind** of debt matches the tenor of your assets
  - **The Dividend Decision** If you cannot find investments that make your minimum acceptable rate, return the cash to owners of your business
    - **How much cash** you can return depends upon current & potential investment opportunities
    - **How you choose** to return cash to the owners will depend whether they prefer dividends or buybacks

Theme 1: Corporate finance is "common sense"

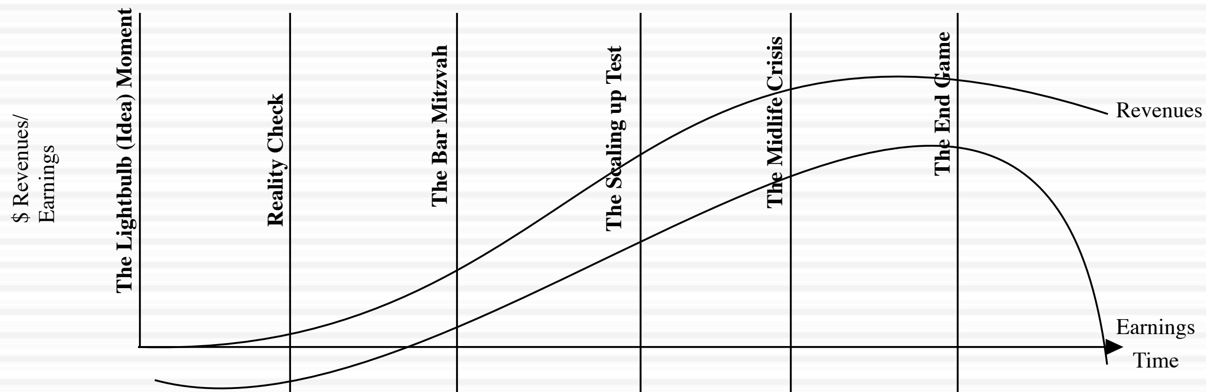
- There is nothing earth shattering about any of the first principles that govern corporate finance. After all, arguing that taking investments that make 9% with funds that cost 10% to raise seems to be stating the obvious (the investment decision), as is noting that it is better to find a funding mix which costs 10% instead of 11% (the financing decision) or positing that if most of your investment opportunities generate returns less than your cost of funding, it is best to return the cash to the owners of the business and shrink the business.
- Shrewd business people, notwithstanding their lack of exposure to corporate finance theory, have always recognized these fundamentals and put them into practice.

Theme 2: Corporate finance is focused…

- It is the focus on maximizing the value of the business that gives corporate finance its focus. As a result of this singular objective, we can
  - Choose the "right" investment decision rule to use, given a menu of such rules.
  - Determine the "right" mix of debt and equity for a specific business
  - Examine the "right" amount of cash that should be returned to the owners of a business and the "right" amount to hold back as a cash balance.
- This certitude does come at a cost. To the extent that you accept the objective of maximizing firm value, everything in corporate finance makes complete sense. If you do not, nothing will.

Theme 3: The focus in corporate finance changes across the life cycle…

The Corporate Life Cycle



Growth stage	Stage 1 Start-up	Stage 2 Young Growth	Stage 3: High Growth	Stage 4 Mature Growth	Stage 5 Mature Stable	Stage 6 Decline
Investing	Option Investing (Go for the upside)	Growth Investing (Maximize value from growth)	Scaling Investing (Scale up growth)	Defensive Investing (Protect your competitive advantage)	Maintenance Investing (Preserve your value)	Divesting (Shed past-due investments)
Financing	All equity (usually private)	All equity (shift to public)	First signs of debt capacity, but benefits are small.	Debt capacity expands, with cautionary notes	Benefits of borrowing significantly exceed costs	Pay down debt as assets are sold.
Dividend	Need cash from equity investors	Cash needs mulitply (beyond private market)	Move towards sufficiency (cash flows meet investment needs.)	Internal cash flows exceed investment needs.	Significant excess free cash flows	Internal cash flows decline but augmented by cash flows from partial liquidation

Theme 4: Corporate finance is universal…

- Every business, small or large, public or private, US or emerging market, has to make investment, financing and dividend decisions.
- The objective in corporate finance for all of these businesses remains the same: maximizing value.
- While the constraints and challenges that firms face can vary dramatically across firms, the first principles do not change.
  - A publicly traded firm, with its greater access to capital markets and more diversified investor base, may have much lower costs of debt and equity than a private business, but they both should look for the financing mix that minimizes their costs of capital.
  - A firm in an emerging markets may face greater uncertainty, when assessing new investments, than a firm in a developed market, but both firms should invest only if they believe they can generate higher returns on their investments than they face as their respective (and very different) hurdle rates.

Theme 5: If you violate first principles, you will pay a price (no matter who you are..)

- There are some investors/analysts/managers who convince themselves that the first principles don't apply to them because of their superior education, standing or past successes, and then proceed to put into place strategies or schemes that violate first principles.
- Sooner or later, these strategies will blow up and create huge costs.
- Almost every corporate disaster or bubble has its origins in a violation of first principles.

Theme 6: If you cannot apply it, who cares?

Disney
Sector: Entertainment
Incorporated in: US
Operations: Multinational
Size: Large market cap

Bookscape
Sector: Book Retail
Incorporated in: US
Operations: New York
Other: Privately owned

Vale
Sector: Mining/Metals
Incorporated in: Brazil
Operations: Multinational
Size: Large market cap
Other: Government stake

Applied Corporate Finance

Deutsche Bank
Sector: Bank/ Investment Bank
Incorporated in: Germany
Operations: Multinational
Size: Large market cap
Other: Regulated

Tata Motors
Sector: Automotive
Incorporated in: India
Operations: Multinational
Size: Mid market cap
Other: Family Group

Baidu
Sector: Online Search
Incorporated in: Cayman Isl
Operations: China
Size: Mid market cap
Other: Shell company (VIE)