To cap ex or not to cap ex?

- Assume that you run your own software business, and that you have an expense this year of $ 100 million from producing and distribution promotional CDs in software magazines. Your accountant tells you that you can expense this item or capitalize and depreciate it over three years. Which will have a more positive effect on income?
  - Expense it
  - Capitalize and Depreciate it
- Which will have a more positive effect on cash flows?
  - Expense it
  - Capitalize and Depreciate it

The Working Capital Effect

- Intuitively, money invested in inventory or in accounts receivable cannot be used elsewhere. It, thus, represents a drain on cash flows
- To the degree that some of these investments can be financed using supplier credit (accounts payable), the cash flow drain is reduced.
- Investments in working capital are thus cash outflows
  - Any increase in working capital reduces cash flows in that year
  - Any decrease in working capital increases cash flows in that year
- To provide closure, working capital investments need to be salvaged at the end of the project life.
- Proposition 1: The failure to consider working capital in a capital budgeting project will overstate cash flows on that project and make it look more attractive than it really is.
- Proposition 2: Other things held equal, a reduction in working capital requirements will increase the cash flows on all projects for a firm.

The incremental cash flows on the project

	0	1	2	3	4	5	6	7	8	9	10
After-tax Operating Income		-$32	-$96	-$54	$68	$202	$249	$299	$352	$410	$421
+ Depreciation & Amortization	$0	$50	$425	$469	$444	$372	$367	$364	$364	$366	$368
- Capital Expenditures	$2,500	$1,000	$1,188	$752	$276	$258	$285	$314	$330	$347	$350
- Change in non-cash Working Capital		$0	$63	$25	$38	$31	$16	$17	$19	$21	$5
Cashflow to firm	($2,500)	($982)	($921)	($361)	$198	$285	$314	$332	$367	$407	$434
+ Pre-project investment (sunk)	$500										
- Pre-project Depreciation * tax rate		$18	$18	$18	$18	$18	$18	$18	$18	$18	$18
+ Non-incremental Allocated Expense (1-t)		$0	$80	$112	$160	$200	$220	$242	$266	$292	$298
Incremental Cash flow to the firm	($2,000)	($1,000)	($860)	($267)	$340	$467	$516	$555	$615	$681	$715

$ 500 million has already been spent & $ 50 million in depreciation will exist anyway

2/3rd of allocated G&A is fixed. Add back this amount (1-t) Tax rate = 36.1%

A more direct way of getting to incremental cash flows

	0	1	2	3	4	5	6	7	8	9	10
Revenues		$0	$1,250	$1,750	$2,500	$3,125	$3,438	$3,781	$4,159	$4,575	$4,667
Direct Expenses		$0	$788	$1,103	$1,575	$1,969	$2,166	$2,382	$2,620	$2,882	$2,940
Incremental Depreciation		$0	$375	$419	$394	$322	$317	$314	$314	$316	$318
Incremental G&A		$0	$63	$88	$125	$156	$172	$189	$208	$229	$233
Incremental Operating Income		$0	$25	$141	$406	$678	$783	$896	$1,017	$1,148	$1,175
- Taxes		$0	$9	$51	$147	$245	$283	$323	$367	$415	$424
Incremental after-tax Operating income		$0	$16	$90	$260	$433	$500	$572	$650	$734	$751
+ Incremental Depreciation		$0	$375	$419	$394	$322	$317	$314	$314	$316	$318
- Capital Expenditures	$2,000	$1,000	$1,188	$752	$276	$258	$285	$314	$330	$347	$350
- Change in non-cash Working Capital		$0	$63	$25	$38	$31	$16	$17	$19	$21	$5
Cashflow to firm	**($2,000)**	**($1,000)**	**($859)**	**($267)**	**$340**	**$466**	**$516**	**$555**	**$615**	**$681**	**$715**

Sunk Costs

- What is a sunk cost? Any expenditure that has already been incurred and cannot be recovered (even if a project is rejected) is called a sunk cost.
  - A test market for a consumer product and R&D expenses for a drug (for a pharmaceutical company) would be good examples.
- The sunk cost rule: When analyzing a project, sunk costs should not be considered since they are not incremental.
- *A Behavioral Aside: It is a well-established finding in psychological and behavioral research that managers find it almost impossible to ignore sunk costs.*

Test Marketing and R&D: The Quandary of Sunk Costs

- A consumer product company has spent $ 100 million on test marketing. Looking at only the incremental cash flows (and ignoring the test marketing), the project looks like it will create $25 million in value for the company. Should it take the investment?
  - Yes
  - No
- Now assume that every investment that this company has shares the same characteristics (Sunk costs > Value Added). The firm will clearly not be able to survive. What is the solution to this problem?

Allocated Costs

- Firms allocate costs to individual projects from a centralized pool (such as general and administrative expenses) based upon some characteristic of the project (sales is a common choice, as is earnings)
  - For large firms, these allocated costs can be significant and result in the rejection of projects
  - To the degree that these costs are not incremental (and would exist anyway), this makes the firm worse off.
- Thus, it is only the incremental component of allocated costs that should show up in project analysis.

Breaking out G&A Costs into fixed and variable components: A simple example

- Assume that you have a time series of revenues and G&A costs for a company.

Year	Revenues	G&A Costs
1	$1,000	$250
2	$1,200	$270
3	$1,500	$300

  - What percentage of the G&A cost is variable?

To Time-Weighted Cash Flows

- Incremental cash flows in the earlier years are worth more than incremental cash flows in later years.
- In fact, cash flows across time cannot be added up. They have to be brought to the same point in time before aggregation.
- This process of moving cash flows through time is
  - *discounting*, when future cash flows are brought to the present
  - *compounding*, when present cash flows are taken to the future

Present Value Mechanics

Cash Flow Type	Discounting Formula	Compounding Formula
1. Simple CF	$CF_n / (1+r)^n$	$CF_0 (1+r)^n$
2. Annuity	$A\left[\frac{1 - \frac{1}{(1+r)^n}}{r}\right]$	$A\left[\frac{(1+r)^n - 1}{r}\right]$
3. Growing Annuity	$A(1+g)\left[\frac{1 - \frac{(1+g)^n}{(1+r)^n}}{r-g}\right]$	
4. Perpetuity	A/r	
5. Growing Perpetuity	Expected Cashflow next year/(r-g)	

Discounted cash flow measures of return

- **Net Present Value (NPV)**: The net present value is the sum of the present values of all cash flows from the project (including initial investment).
  - NPV = Sum of the present values of all cash flows on the project, including the initial investment, with the cash flows being discounted at the appropriate hurdle rate (cost of capital, if cash flow is cash flow to the firm, and cost of equity, if cash flow is to equity investors)
  - *Decision Rule: Accept if NPV > 0*
- **Internal Rate of Return (IRR):** The internal rate of return is the discount rate that makes the net present value equal zero.
  - It is the percentage rate of return, based upon incremental time-weighted cash flows.
  - *Decision Rule: Accept if IRR > hurdle rate*

Closure on Cash Flows

- Salvage Value: In a project with a finite and short life, you would need to compute a salvage value, which is the expected proceeds from selling all of the investment in the project at the end of the project life. It is often set equal to book value of fixed assets and working capital
- Terminal Value: In a project with an infinite or very long life, we compute cash flows for a reasonable period, and then compute a terminal value for this project, which is the present value of all cash flows that occur after the estimation period ends..
- Assuming the project lasts forever, and that cash flows after year 10 grow 2% (the inflation rate) forever, the present value at the end of year 10 of cash flows after that can be written as:
  - Terminal Value in year 10= CF in year 11/(Cost of Capital - Growth Rate)
    =715 (1.02) /(.0846-.02) = $ 11,275 million

Which yields a NPV of..

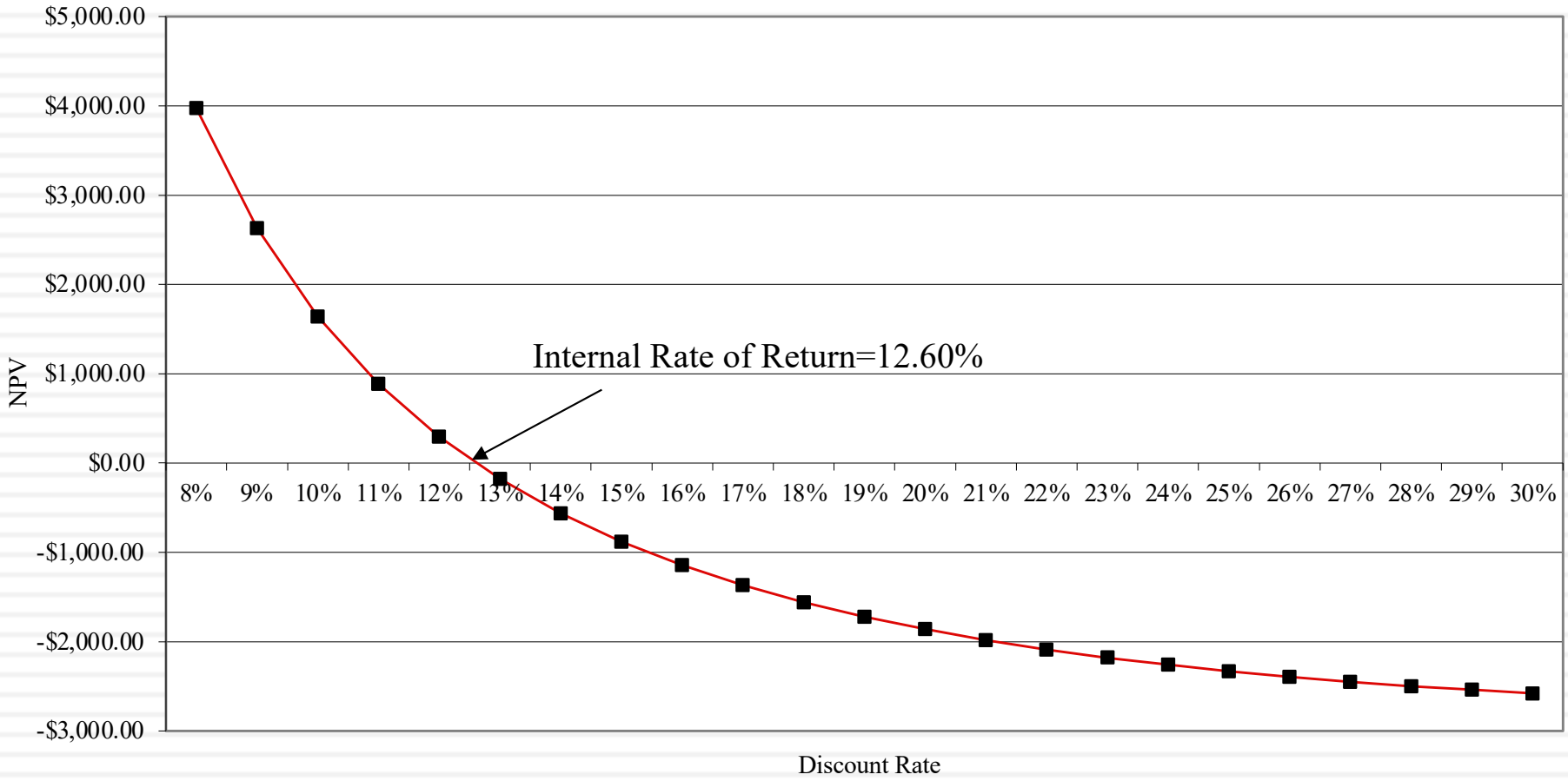
Year	Annual Cashflo	Terminal Value	Present Value
0	-$2,000		-$2,000
1	-$1,000		-$922
2	-$859		-$730
3	-$267		-$210
4	$340		$246
5	$466		$311
6	$516		$317
7	$555		$314
8	$615		$321
9	$681		$328
10	$715	$11,275	$5,321
			$3,296

Discounted at Rio Disney cost of capital of 8.46%

Which makes the argument that..

- The project should be accepted. The positive net present value suggests that the project will add value to the firm and earn a return in excess of the cost of capital.
  - By taking the project, Disney will increase its value as a firm by $3,296 million.
  - Will the market price increase by the same amount? Why or why not?

The IRR of this project



The IRR suggests..

- The project is a good one. Using time-weighted, incremental cash flows, this project provides a return of 12.60%. This is greater than the cost of capital of 8.46%.
- The IRR and the NPV will yield similar results most of the time, though there are differences between the two approaches that may cause project rankings to vary depending upon the approach used. They can yield different results, especially why comparing across projects because
  - A project can have only one NPV, whereas it can have more than one IRR.
  - The NPV is a dollar surplus value, whereas the IRR is a percentage measure of return. The NPV is therefore likely to be larger for "large scale" projects, while the IRR is higher for "small-scale" projects.
  - The NPV assumes that *intermediate cash flows get reinvested at the "hurdle rate"*, which is based upon what you can make on investments of comparable risk, while the IRR assumes that *intermediate cash flows get reinvested at the "IRR"*.

Does the currency matter?

- The Rio Disney Theme Park analysis was done in dollars, even though the project will be based in Brazil and will have cash flows primarily in Brazilian Reais.
- Would your assessment of the project have been any different if we had done the analysis in Brazilian Reais?
  a. Yes
  b. No

The ‘‘Consistency Rule” for Cash Flows

- The cash flows on a project and the discount rate used should be defined in the same terms.
  - If cash flows are in dollars ($R), the discount rate has to be a dollar ($R) discount rate
  - If the cash flows are nominal (real), the discount rate has to be nominal (real).
- If consistency is maintained, the project conclusions should be identical, no matter what cash flows are used.

Disney Theme Park: Project Analysis in $R

- The inflation rates were assumed to be 9% in Brazil and 2% in the United States. The $R/dollar rate at the time of the analysis was 2.35 $R/dollar.
- The expected exchange rate was derived assuming purchasing power parity.
  - Expected Exchange Rate$_t$ = Exchange Rate today * $(1.09/1.02)^t$
- The expected growth rate after year 10 is still expected to be the inflation rate, but it is the 9% $R inflation rate.
- The cost of capital in $R was derived from the cost of capital in dollars and the differences in inflation rates:

$$\text{\$R Cost of Capital} = (1 + \text{US \$ Cost of Capital})\frac{(1 + \text{Exp Inflation}_{\text{Brazil}})}{(1 + \text{Exp Inflation}_{\text{US}})} - 1$$

$$= (1.0846)\ (1.09/1.02) - 1 = 15.91\%$$

Disney Theme Park: $R NPV

Expected Exchange Rate$_t$
= Exchange Rate today * $(1.09/1.02)^t$

Discount at $R cost of capital
= (1.0846) (1.09/1.02) – 1 = 15.91%

Year	Cashflow ($)	$R/$	Cashflow ($R)	Present Value
0	-R$ 2,000.00	R$ 2.35	-R$ 4,700.00	-R$ 4,700.00
1	-R$ 1,000.00	R$ 2.51	-R$ 2,511.27	-R$ 2,166.62
2	-R$ 859.03	R$ 2.68	-R$ 2,305.29	-R$ 1,715.95
3	-R$ 267.39	R$ 2.87	-R$ 766.82	-R$ 492.45
4	R$ 340.22	R$ 3.06	R$ 1,042.63	R$ 577.68
5	R$ 466.33	R$ 3.27	R$ 1,527.21	R$ 730.03
6	R$ 516.42	R$ 3.50	R$ 1,807.31	R$ 745.36
7	R$ 555.08	R$ 3.74	R$ 2,075.89	R$ 738.63
8	R$ 614.95	R$ 4.00	R$ 2,457.65	R$ 754.45
9	R$ 681.46	R$ 4.27	R$ 2,910.36	R$ 770.81
10	R$ 11,989.85	R$ 4.56	R$ 54,719.84	R$ 12,503.50
				R$ 7,745.43

NPV = R$ 7,745/2.35= $ 3,296 Million

NPV is equal to NPV in dollar terms

Uncertainty in Project Analysis: What can we do?

- Based on our expected cash flows and the estimated cost of capital, the proposed theme park looks like a very good investment for Disney. Which of the following may affect your assessment of value?
  - Revenues may be over estimated (crowds may be smaller and spend less)
  - Actual costs may be higher than estimated costs
  - Tax rates may go up
  - Interest rates may rise
  - Risk premiums and default spreads may increase
  - All of the above
- How would you respond to this uncertainty?
  - Will wait for the uncertainty to be resolved
  - Will not take the investment
  - Ask someone else (consultant, boss, colleague) to make the decision
  - Ignore it.
  - Other

One simplistic solution: See how quickly you can get your money back…

- If your biggest fear is losing the billions that you invested in the project, one simple measure that you can compute is the number of years it will take you to get your money back.

Year	Cash Flow	Cumulated CF	PV of Cash Flow	Cumulated DCF
0	-$2,000	-$2,000	-$2,000	-$2,000
1	-$1,000	-$3,000	-$922	-$2,922
2	-$859	-$3,859	-$730	-$3,652
3	-$267	-$4,126	-$210	-$3,862
4	$340	-$3,786	$246	-$3,616
5	$466	-$3,320	$311	-$3,305
6	$516	-$2,803	$317	-$2,988
7	$555	-$2,248	$314	-$2,674
8	$615	-$1,633	$321	-$2,353
9	$681	-$952	$328	-$2,025
10	$715	-$237	$317	-$1,708
11	$729	$491	$298	-$1,409
12	$743	$1,235	$280	-$1,129
13	$758	$1,993	$264	-$865
14	$773	$2,766	$248	-$617
15	$789	$3,555	$233	-$384
16	$805	$4,360	$219	-$165
17	$821	$5,181	$206	$41

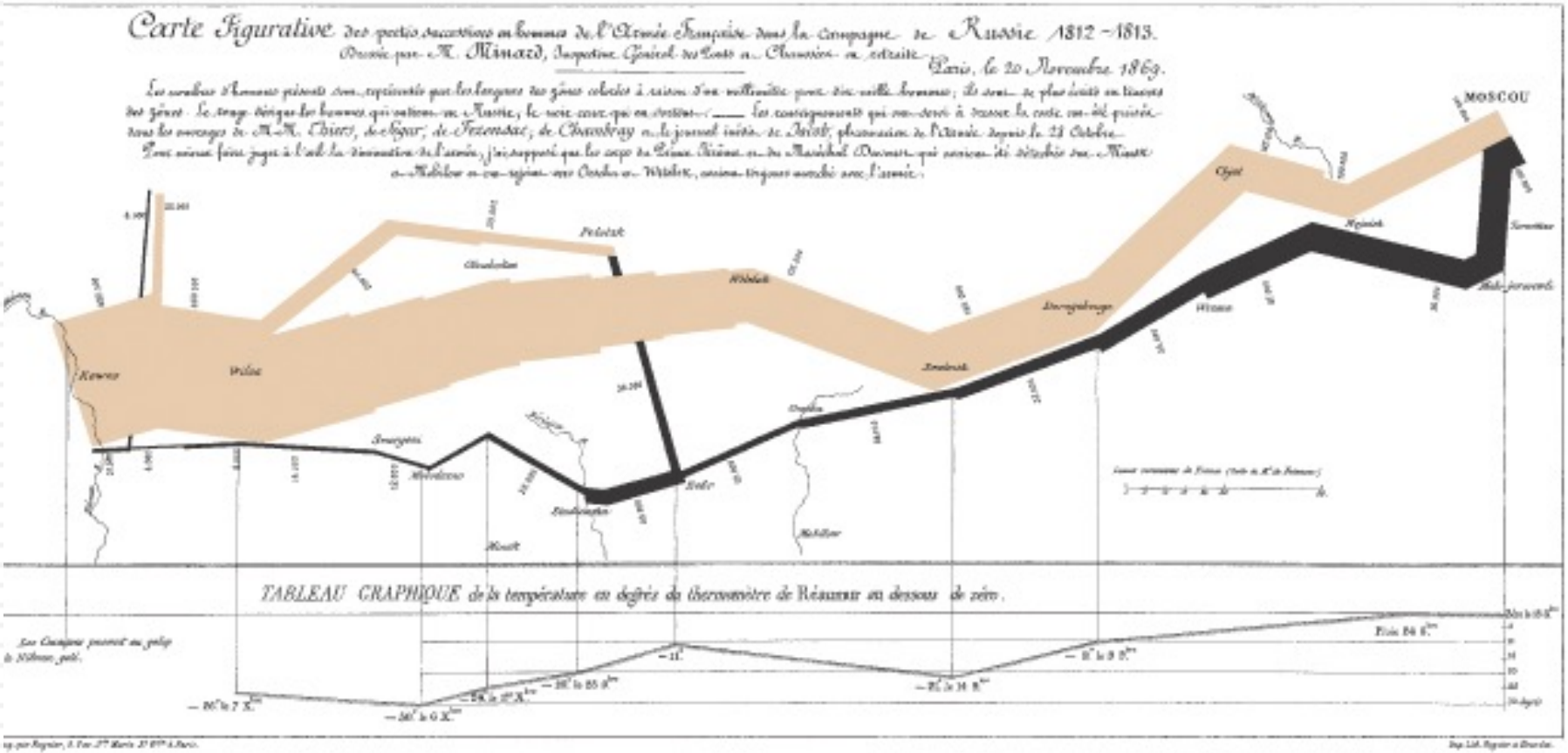
Payback = 10.3 years

Discounted Payback = 16.8 years

A slightly more sophisticated approach: Sensitivity Analysis & What-if Questions…

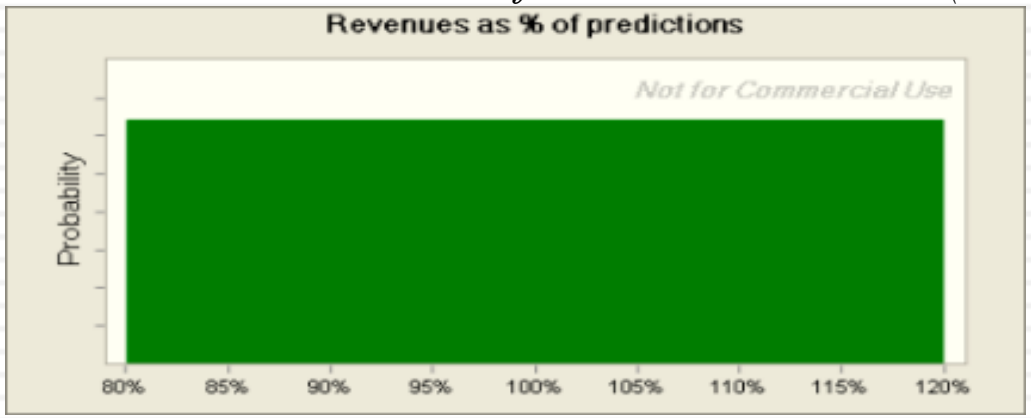
- The NPV, IRR and accounting returns for an investment will change as we change the values that we use for different variables.
- One way of analyzing uncertainty is to check to see how sensitive the decision measure (NPV, IRR..) is to changes in key assumptions. While this has become easier and easier to do over time, there are caveats that we would offer.
- Caveat 1: When analyzing the effects of changing a variable, we often hold all else constant. In the real world, variables move together.
- Caveat 2: The objective in sensitivity analysis is that we make better decisions, not churn out more tables and numbers.
  - Corollary 1: Less is more. Not everything is worth varying…
  - Corollary 2: A picture is worth a thousand numbers (and tables).

And here is a really good picture…

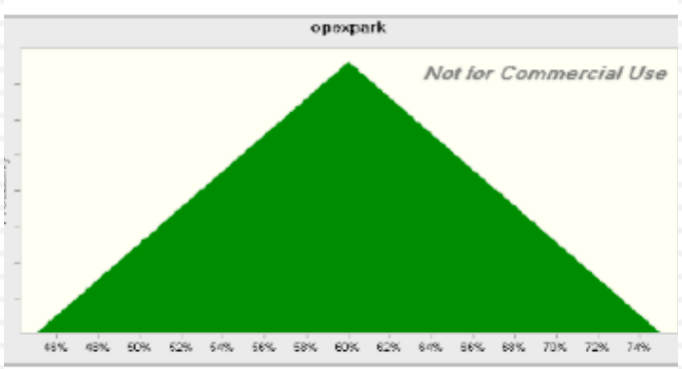


The final step up: Incorporate probabilistic estimates.. Rather than expected values..

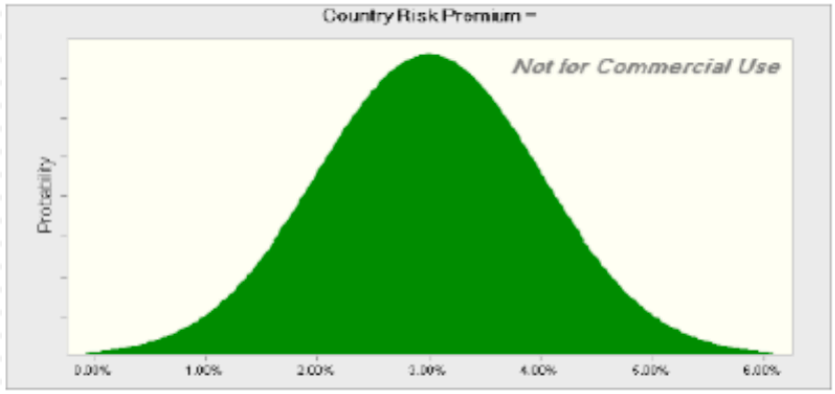
Actual Revenues as % of Forecasted Revenues (Base case = 100%)



Operating Expenses at Parks as % of Revenues (Base Case = 60%)

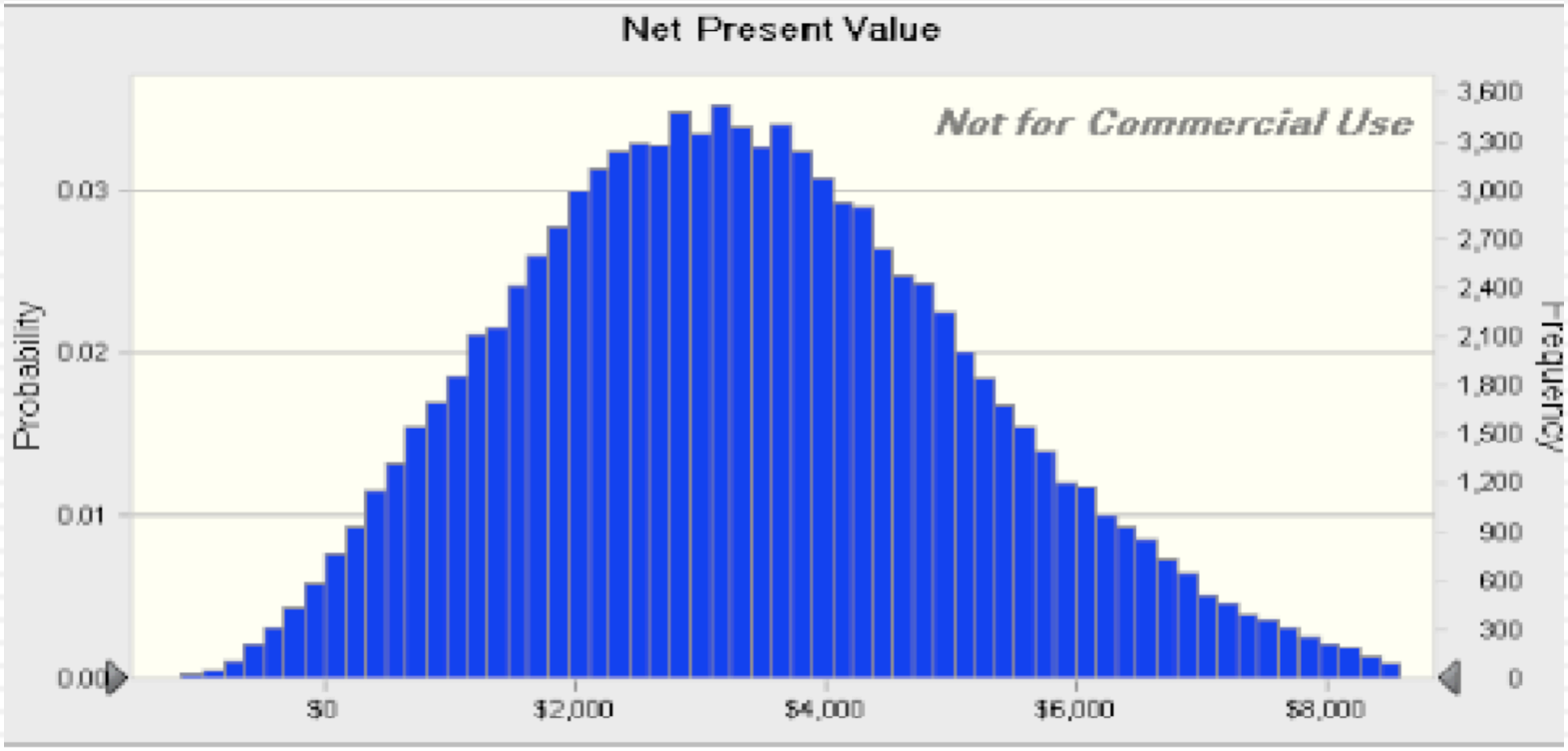


Country Risk Premium (Base Case = 3% (Brazil))



The resulting simulation…

Average = $3.40 billion
Median = $3.28 billion



NPV ranges from -$1 billion to +$8.5 billion. NPV is negative 12% of the time.

You are the decision maker…

- Assume that you are the person at Disney who is given the results of the simulation. The average and median NPV are close to your base case values of $3.29 billion.
- However, there is a 12% probability that the project could have a negative NPV and that the NPV could be a large negative value? How would you use this information?
  - I would accept the investment and print the results of this simulation and file them away to show that I exercised due diligence.
  - I would reject the investment, because it is too risky (there is a 10% chance that it could be a bad project)
  - Other