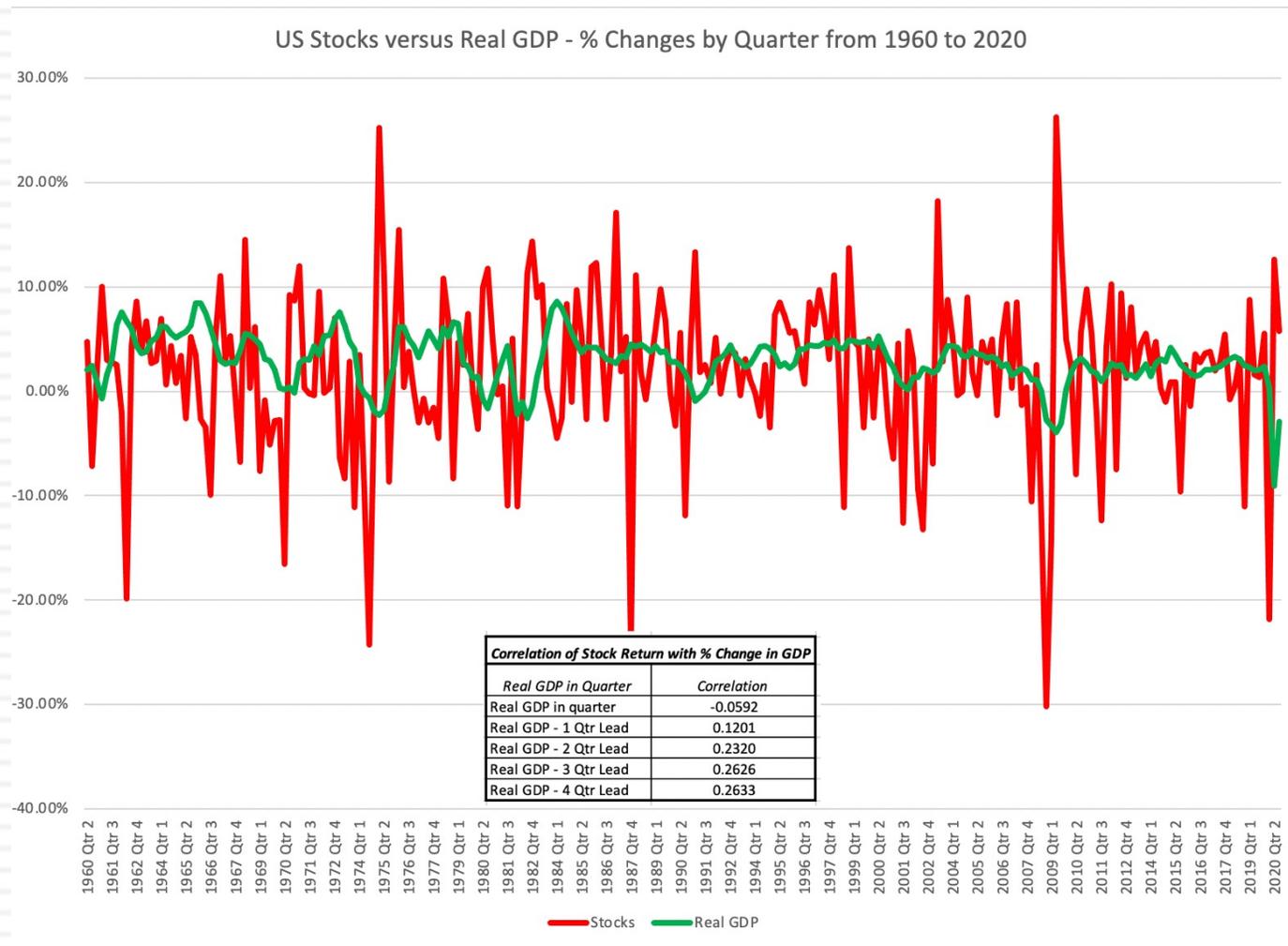


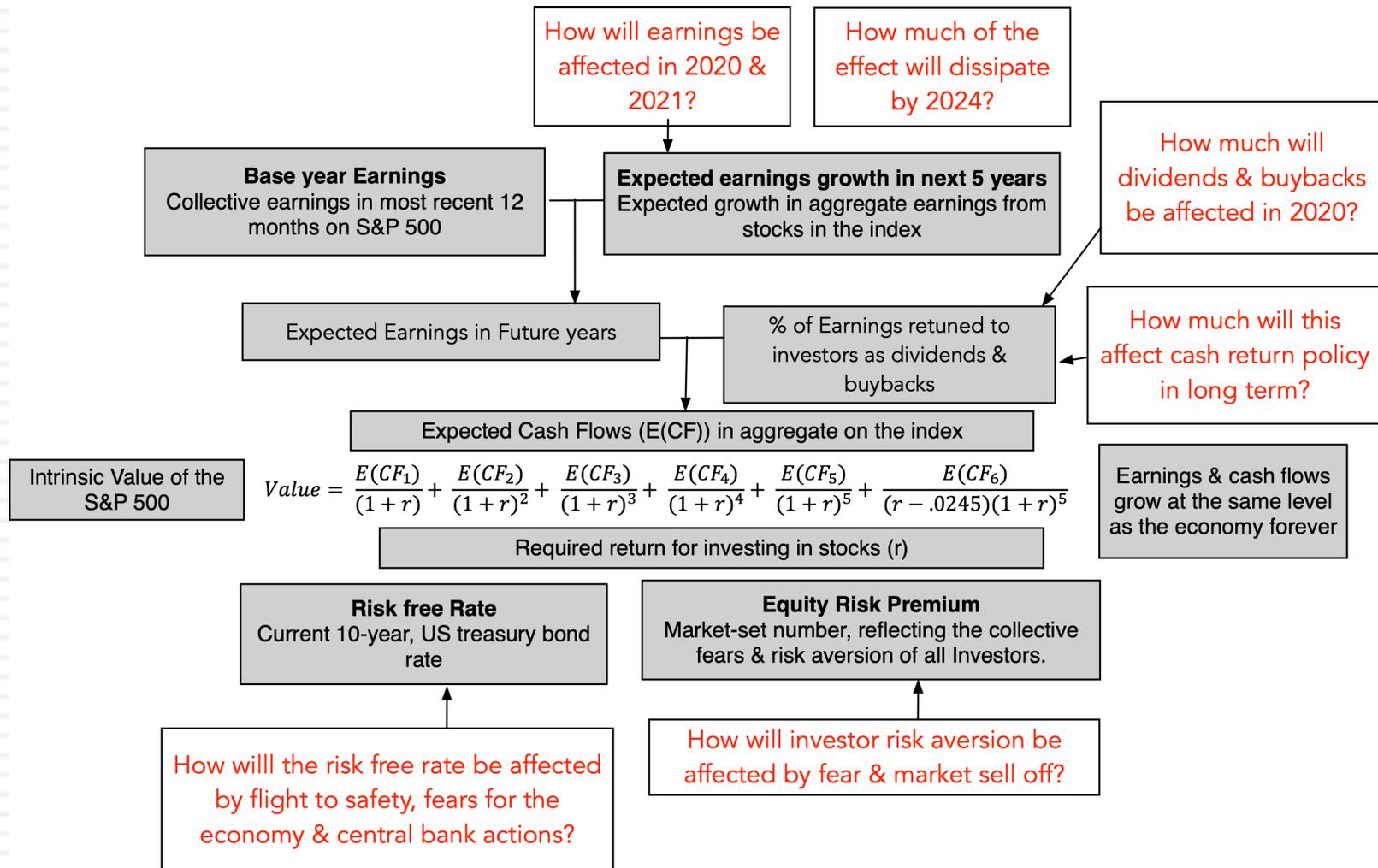
Valuing the Index in November 2020: Crisis effects?

- Disconnect from economic news: For some, the skepticism comes from the disconnect with macroeconomic numbers that are abysmal, as unemployment claims climb into the tens of millions and consumer confidence hovers around historic lows. I will spend the first part of this section arguing that this reflects a fundamental misunderstanding of what markets try to do, and a misreading of history.
- In denial? For others, the question is whether markets are adequately reflecting the potential for long term damage to earnings and cash flows, as well as the cost of defaults, from this crisis. Since that answer to that question lies in the eyes of the beholder, I will provide a framework for converting your fears and hopes into numbers and a value for the market.

Explaining the disconnect...



Value Drivers for the Index



1. Earnings

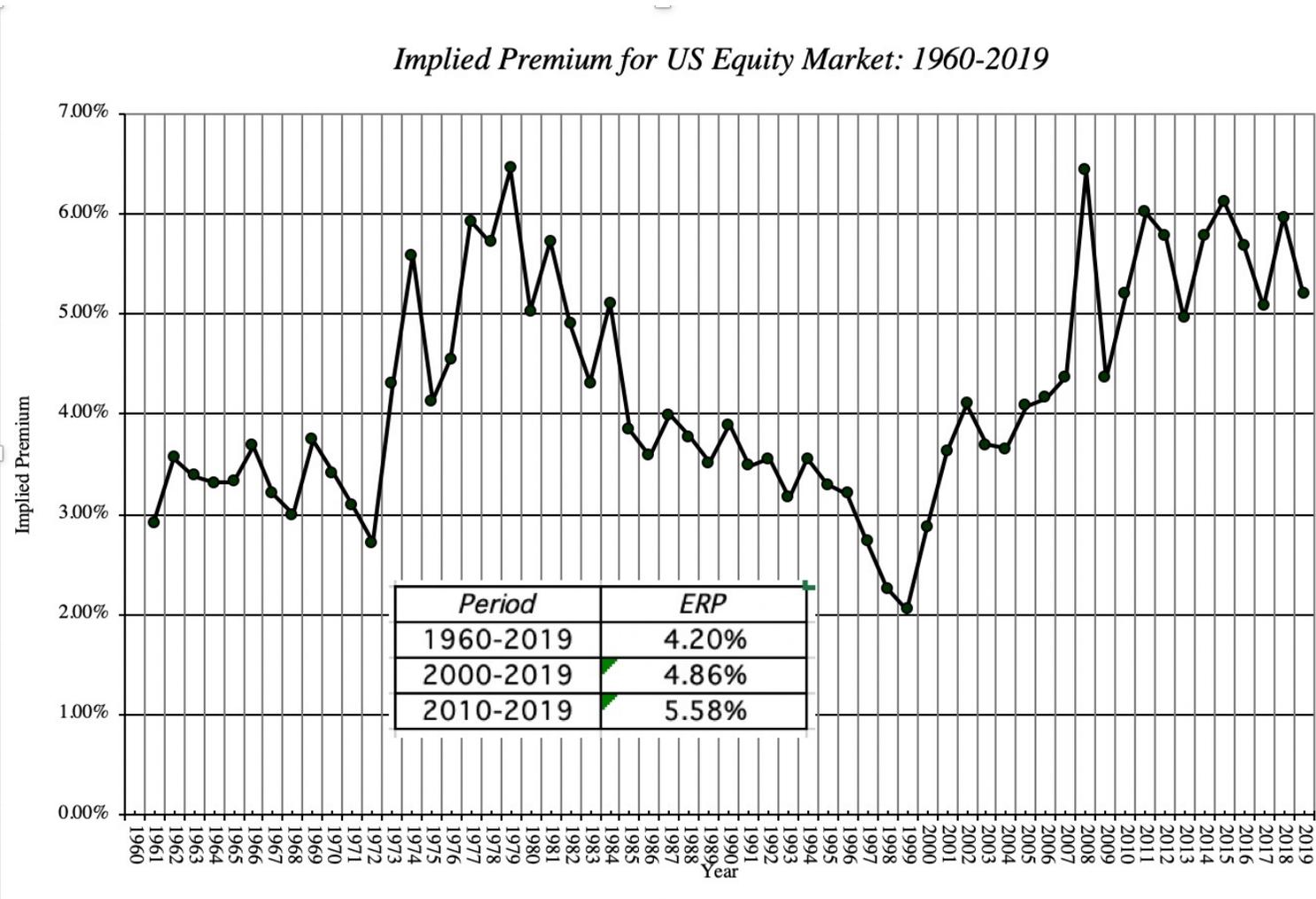
| Estimated S&P 500 Earnings (Ed Yardeni) | | | Bottom-up Estimates (Analyst Consensus on 10/5/20) | | |
|---|-------------------|-----|--|-------------------|--------|
| Year | Earnings on Index | | Year | Earnings on Index | |
| 2019 | | 163 | 2019 | | 162.97 |
| 2020 | -23.31% | 125 | 2020 | -20.10% | 130.21 |
| 2021 | 24.00% | 155 | 2021 | 27.65% | 166.21 |
| 2022 | 16.13% | 180 | 2022 | 14.76% | 190.75 |

| Firm | Strategist | 2020 S&P Target |
|----------------------------------|----------------------|-----------------|
| Bank of America Merrill Lynch | Savita Subramanian | \$125.00 |
| Barclays | Maneesh Deshpande | \$137.00 |
| BMO | Brian Belski | \$130.00 |
| BTIG | Julian Emanuel | \$127.00 |
| Canaccord Genuity | Tony Dwyer | \$125.00 |
| CFRA | Sam Stovall | \$129.84 |
| Citigroup | Tobias Levkovich | \$131.50 |
| Credit Suisse | Jonathan Golub | \$125.00 |
| Deutsche Bank | Binky Chadha | \$133.00 |
| Goldman Sachs | David Kostin | \$130.00 |
| JPMorgan Chase | Dubravko Lakos-Bujas | \$136.00 |
| Morgan Stanley | Mike Wilson | \$130.00 |
| Oppenheimer | John Stoltzfus | Suspended |
| RBC | Lori Calvasina | Suspended |
| UBS | Keith Parker | \$126.00 |
| Wells Fargo Investment Institute | Darrell Cronk | \$130.00 |
| | High Value | \$137.00 |
| | Low Value | \$125.00 |
| | Median | \$130.00 |

2. Cash Flows

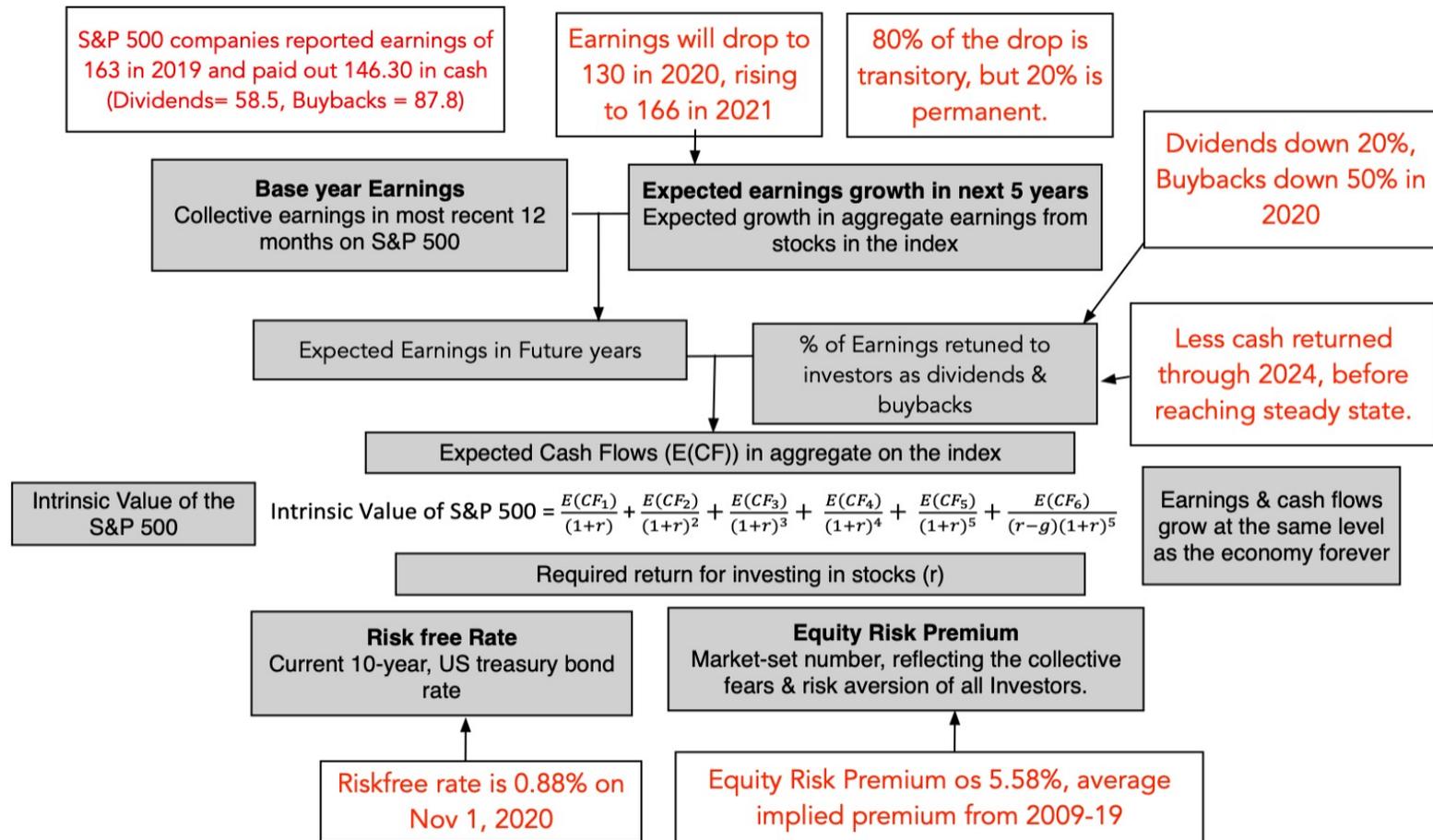
| Year | S&P 500 | | | | Cash Returned as % of Earnings | Cash Returned as % of Market Cap |
|------|-----------------|----------|-----------|----------|-----------------------------------|-------------------------------------|
| | Market value | Earnings | Dividends | Buybacks | | |
| 2001 | 1148.09 | 38.85 | 15.74 | 14.34 | 77.43% | 2.62% |
| 2002 | 879.82 | 46.04 | 15.96 | 13.87 | 64.78% | 3.39% |
| 2003 | 1111.91 | 54.69 | 17.88 | 13.70 | 57.74% | 2.84% |
| 2004 | 1211.92 | 67.68 | 19.01 | 21.59 | 59.99% | 3.35% |
| 2005 | 1248.29 | 76.45 | 22.34 | 38.82 | 80.01% | 4.90% |
| 2006 | 1418.30 | 87.72 | 25.04 | 48.12 | 83.40% | 5.16% |
| 2007 | 1468.36 | 82.54 | 28.14 | 67.22 | 115.53% | 6.49% |
| 2008 | 903.25 | 49.51 | 28.45 | 39.07 | 136.37% | 7.47% |
| 2009 | 1115.00 | 56.86 | 21.97 | 15.46 | 65.82% | 3.36% |
| 2010 | 1257.64 | 83.77 | 22.65 | 32.88 | 66.28% | 4.42% |
| 2011 | 1257.60 | 96.44 | 26.53 | 44.75 | 73.91% | 5.67% |
| 2012 | 1426.19 | 96.82 | 31.25 | 44.65 | 78.39% | 5.32% |
| 2013 | 1848.36 | 104.92 | 34.90 | 53.23 | 84.00% | 4.77% |
| 2014 | 2058.90 | 116.16 | 39.55 | 62.44 | 87.79% | 4.95% |
| 2015 | 2043.94 | 100.48 | 43.41 | 64.94 | 107.83% | 5.30% |
| 2016 | 2238.82 | 106.26 | 45.70 | 62.32 | 101.66% | 4.82% |
| 2017 | 2673.61 | 124.51 | 48.93 | 60.85 | 88.17% | 4.11% |
| 2018 | 2506.85 | 152.78 | 54.39 | 96.11 | 98.51% | 6.00% |
| 2019 | 3230.78 | 163.00 | 58.50 | 87.81 | 89.76% | 4.53% |
| | | | | Median | 83.40% | 4.82% |
| | | | | High | 136.37% | 7.47% |
| | | | | Low | 57.74% | 2.84% |

3. Equity Risk Pricing

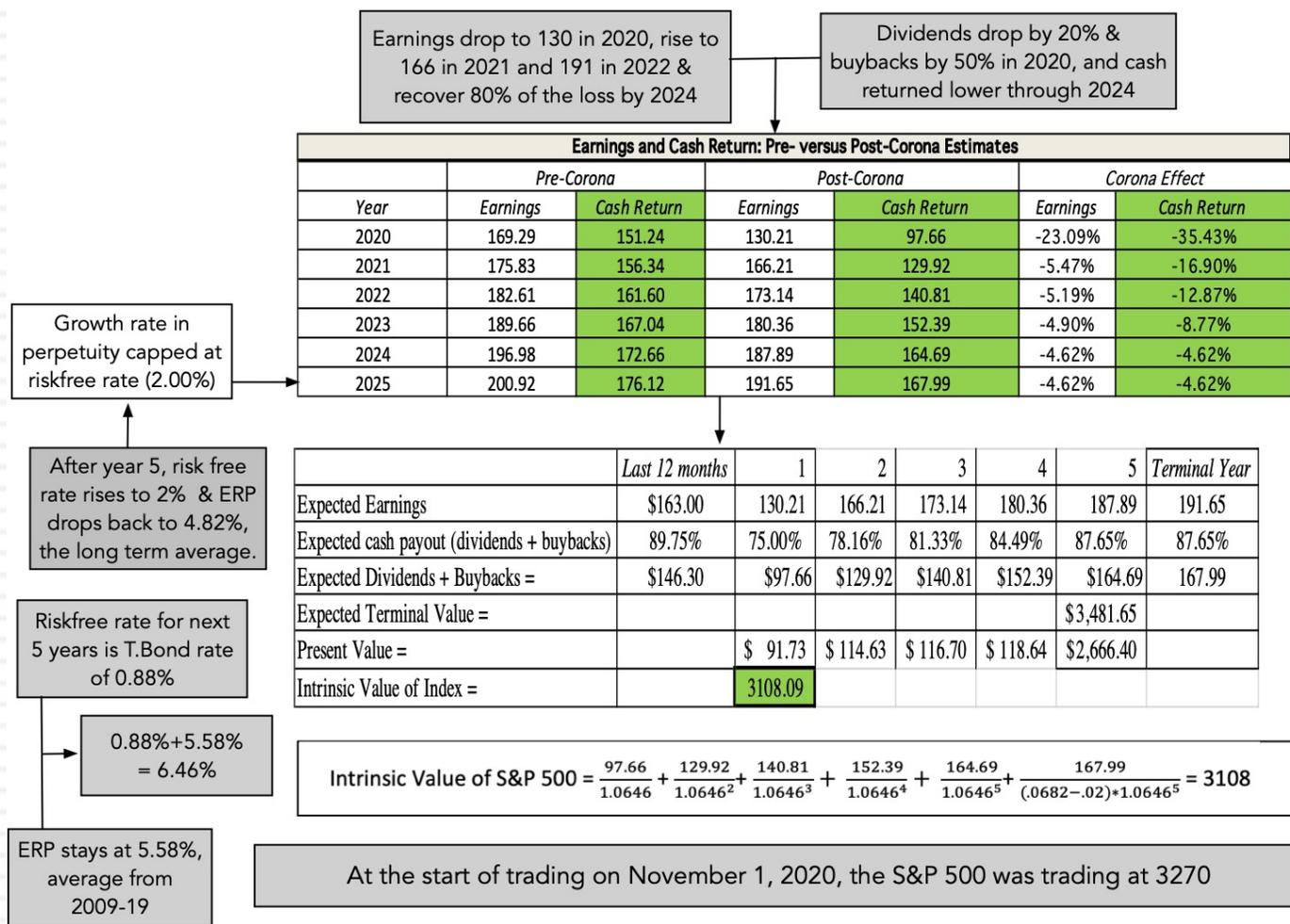


My Story for the Market

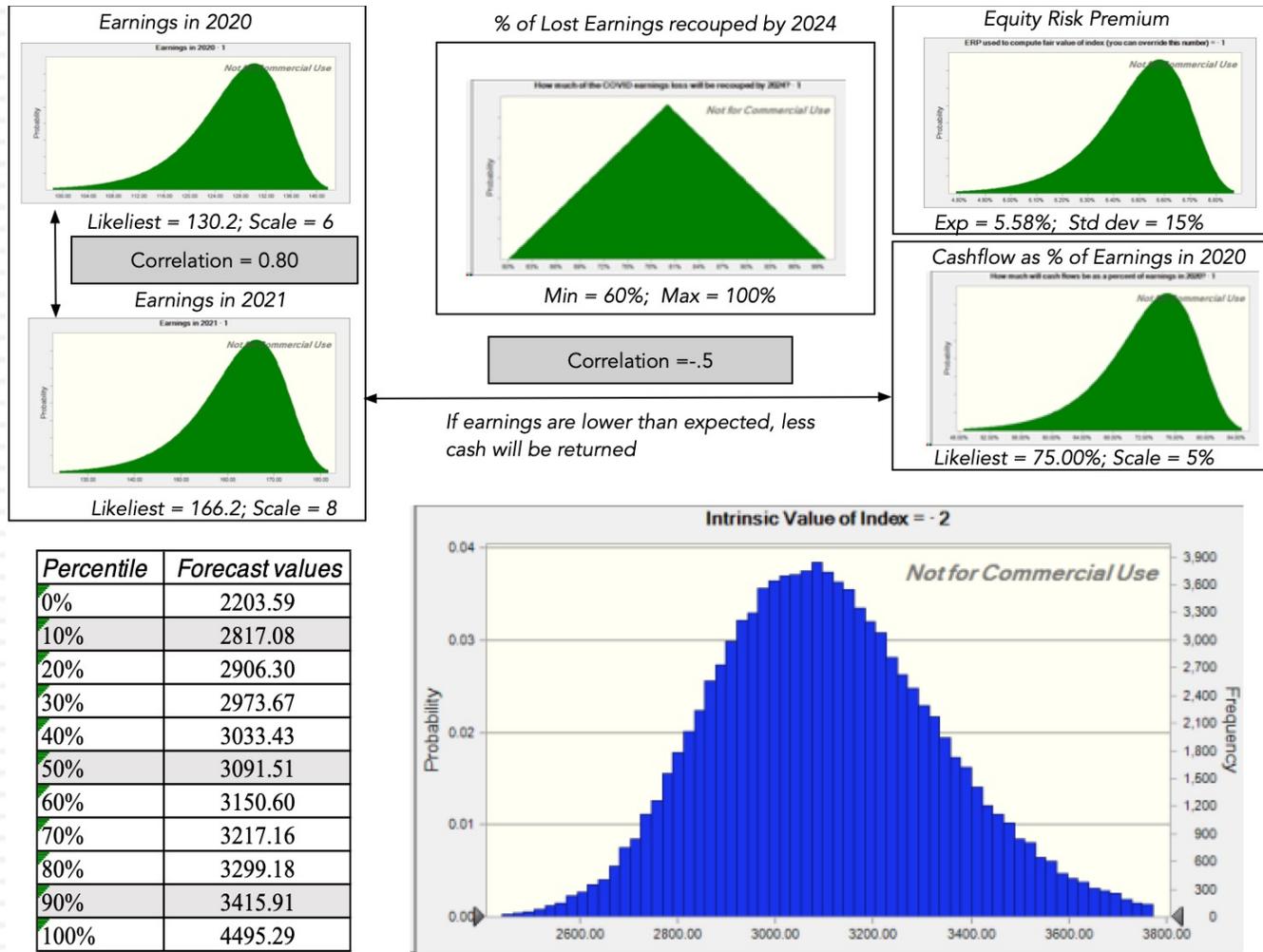
Valuing the S&P 500 on November 1, 2020



My Valuation of the Index



Facing up to Uncertainty



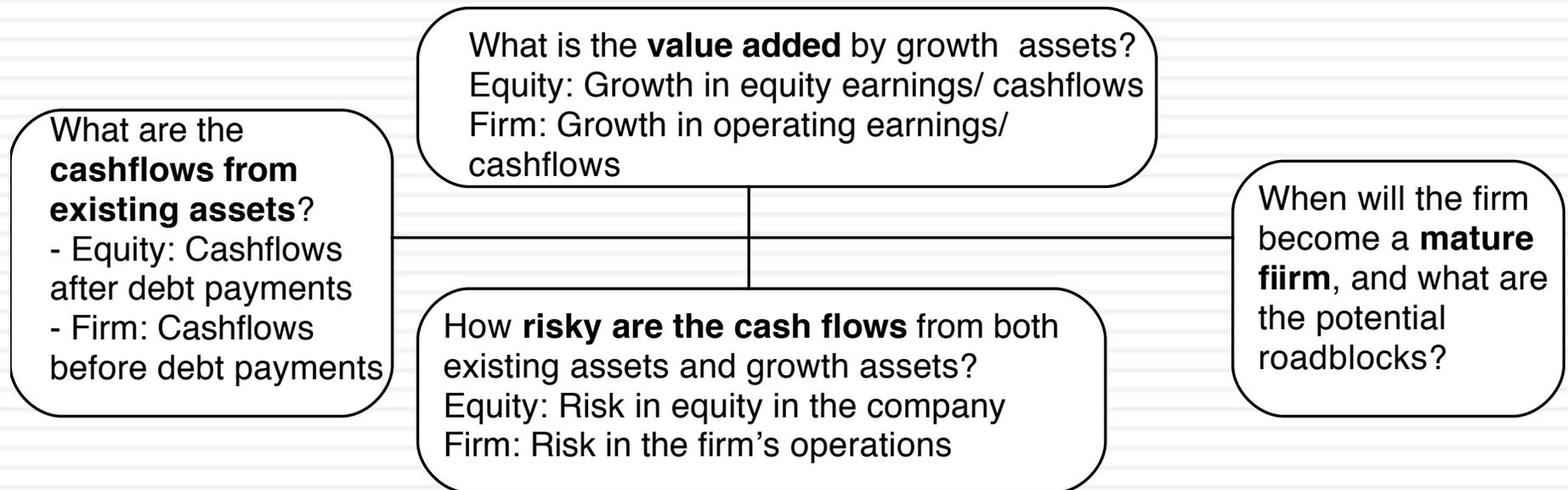
293

The Dark Side of Valuation

Anyone can value a company that is stable,
makes money and has an established
business model!

The fundamental determinants of value...

294



The Dark Side of Valuation...

295

- Valuing stable, money making companies with consistent and clear accounting statements, a long and stable history and lots of comparable firms is easy to do.
- The true test of your valuation skills is when you have to value “difficult” companies. In particular, the challenges are greatest when valuing:
 - Young companies, early in the life cycle, in young businesses
 - Companies that don’t fit the accounting mold
 - Companies that face substantial truncation risk (default or nationalization risk)

Difficult to value companies...

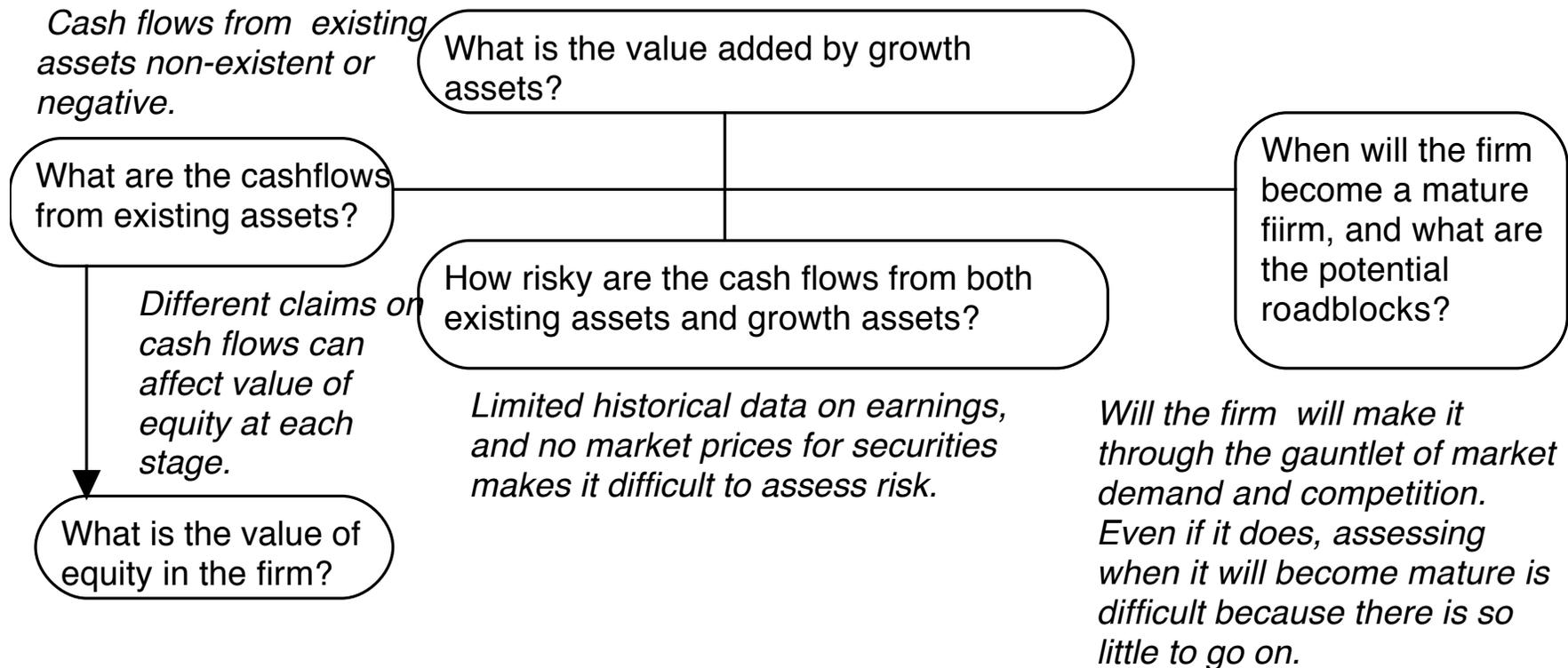
296

- Across the life cycle:
 - ▣ Young, growth firms: Limited history, small revenues in conjunction with big operating losses and a propensity for failure make these companies tough to value.
 - ▣ Mature companies in transition: When mature companies change or are forced to change, history may have to be abandoned and parameters have to be reestimated.
 - ▣ Declining and Distressed firms: A long but irrelevant history, declining markets, high debt loads and the likelihood of distress make them troublesome.
- Across markets
 - ▣ Emerging market companies are often difficult to value because of the way they are structured, their exposure to country risk and poor corporate governance.
- Across sectors
 - ▣ Financial service firms: Opacity of financial statements and difficulties in estimating basic inputs leave us trusting managers to tell us what's going on.
 - ▣ Commodity and cyclical firms: Dependence of the underlying commodity prices or overall economic growth make these valuations susceptible to macro factors.
 - ▣ Firms with intangible assets: Accounting principles are left to the wayside on these firms.

I. The challenge with young companies...

297

Making judgments on revenues/ profits difficult because you cannot draw on history. If you have no product/ service, it is difficult to gauge market potential or profitability. The company's entire value lies in future growth but you have little to base your estimate on.

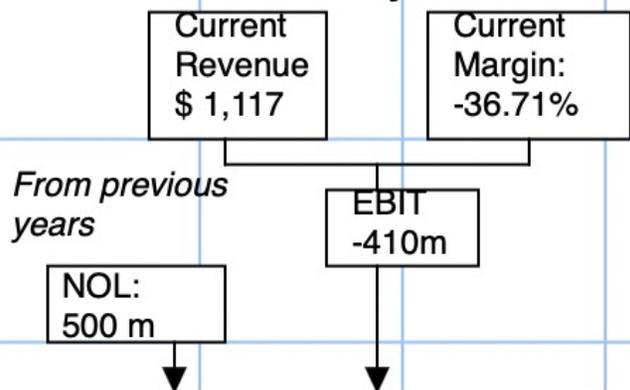


Upping the ante.. Young companies in young businesses...

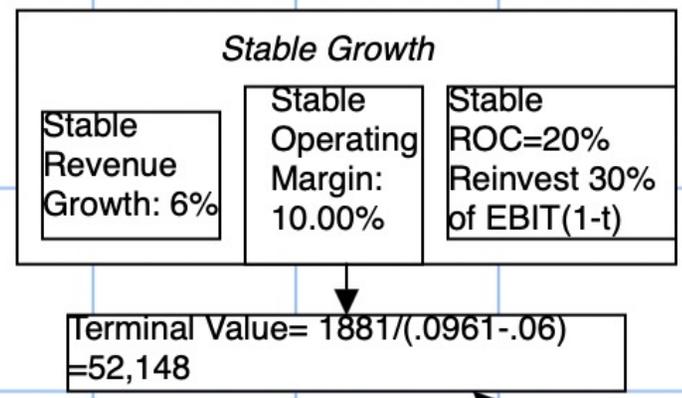
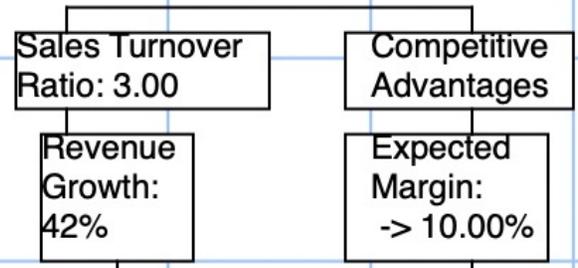
298

- When valuing a business, we generally draw on three sources of information
 - The firm's current financial statement
 - How much did the firm sell?
 - How much did it earn?
 - The firm's financial history, usually summarized in its financial statements.
 - How fast have the firm's revenues and earnings grown over time?
 - What can we learn about cost structure and profitability from these trends?
 - Susceptibility to macro-economic factors (recessions and cyclical firms)
 - The industry and comparable firm data
 - What happens to firms as they mature? (Margins.. Revenue growth... Reinvestment needs... Risk)
- It is when valuing these companies that you find yourself tempted by the dark side, where
 - "Paradigm shifts" happen...
 - New metrics are invented ...
 - The story dominates and the numbers lag...

Amazon in January 2000



Sales to capital ratio and expected margin are retail industry average numbers



Value of Op Assets \$ 15,170

+ Cash \$ 26

= Value of Firm \$ 15,196

- Value of Debt \$ 34

= Value of Equity \$ 14,847

- Equity Options \$ 2,892

Value per share \$ 35.08

| | | | | | | | | | | | |
|------------------|----------|----------|----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------------|
| Revenue Growth | 150.00% | 100.00% | 75.00% | 50.00% | 30.00% | 25.20% | 20.40% | 15.60% | 10.80% | 6.00% | Term. Year |
| Revenues | \$ 2,793 | \$ 5,585 | \$ 9,774 | \$ 14,661 | \$ 19,059 | \$ 23,862 | \$ 28,729 | \$ 33,211 | \$ 36,798 | \$ 39,006 | \$ 41,346 |
| Operating Margin | -13.35% | -1.68% | 4.16% | 7.08% | 8.54% | 9.27% | 9.64% | 9.82% | 9.91% | 9.95% | 10.00% |
| EBIT | -\$373 | -\$94 | \$407 | \$1,038 | \$1,628 | \$2,212 | \$2,768 | \$3,261 | \$3,646 | \$3,883 | \$4,135 |
| EBIT(1-t) | -\$373 | -\$94 | \$407 | \$871 | \$1,058 | \$1,438 | \$1,799 | \$2,119 | \$2,370 | \$2,524 | \$2,688 |
| - Reinvestment | \$600 | \$967 | \$1,420 | \$1,663 | \$1,543 | \$1,688 | \$1,721 | \$1,619 | \$1,363 | \$961 | \$155 |
| FCFF | -\$931 | -\$1,024 | -\$989 | -\$758 | -\$408 | -\$163 | \$177 | \$625 | \$1,174 | \$1,788 | \$1,881 |

| | | | | | | | | | | | |
|------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|---------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | Forever |
| Cost of Equity | 12.90% | 12.90% | 12.90% | 12.90% | 12.90% | 12.42% | 11.94% | 11.46% | 10.98% | 10.50% | |
| Cost of Debt | 8.00% | 8.00% | 8.00% | 8.00% | 8.00% | 7.80% | 7.75% | 7.67% | 7.50% | 7.00% | |
| After-tax cost of debt | 8.00% | 8.00% | 8.00% | 6.71% | 5.20% | 5.07% | 5.04% | 4.98% | 4.88% | 4.55% | |
| Cost of Capital | 12.84% | 12.84% | 12.84% | 12.83% | 12.81% | 12.13% | 11.62% | 11.08% | 10.49% | 9.61% | |

Used average interest coverage ratio over next 5 years to get BBB rating.

Cost of Debt
6.5% + 1.5% = 8.0%
Tax rate = 0% -> 35%

Weights
Debt = 1.2% -> 15%

Amazon was trading at \$84 in January 2000.

Pushed debt ratio to retail industry average of 15%.

*Dot.com retailers for first 5 years
Conventional retailers after year 5*

Riskfree Rate:
T. Bond rate = 6.5%

+ **Beta**
1.60 -> 1.00

X **Risk Premium**
4%

