



## BEYOND INPUTS: CHOOSING AND USING THE RIGHT MODEL

Choosing the right model

# Summarizing the Inputs

205

- In summary, at this stage in the process, we should have an estimate of the
  - the current cash flows on the investment, either to equity investors (dividends or free cash flows to equity) or to the firm (cash flow to the firm)
  - the current cost of equity and/or capital on the investment
  - the expected growth rate in earnings, based upon historical growth, analysts forecasts and/or fundamentals
- The next step in the process is deciding
  - which cash flow to discount, which should indicate
  - which discount rate needs to be estimated and
  - what pattern we will assume growth to follow

# Which cash flow should I discount?

206

## □ Use Equity Valuation

- (a) for firms which have stable leverage, whether high or not, and
- (b) if equity (stock) is being valued

## □ Use Firm Valuation

- (a) for firms which have leverage which is too high or too low, and expect to change the leverage over time, because debt payments and issues do not have to be factored in the cash flows and the discount rate (cost of capital) does not change dramatically over time.
- (b) for firms for which you have partial information on leverage (eg: interest expenses are missing..)
- (c) in all other cases, where you are more interested in valuing the firm than the equity. (Value Consulting?)

# Given cash flows to equity, should I discount dividends or FCFE?

207

## □ Use the Dividend Discount Model

- (a) For firms which pay dividends (and repurchase stock) which are close to the Free Cash Flow to Equity (over a extended period)
- (b) For firms where FCFE are difficult to estimate (Example: Banks and Financial Service companies)

## □ Use the FCFE Model

- (a) For firms which pay dividends which are significantly higher or lower than the Free Cash Flow to Equity. (What is significant? ... As a rule of thumb, if dividends are less than 80% of FCFE or dividends are greater than 110% of FCFE over a 5-year period, use the FCFE model)
- (b) For firms where dividends are not available (Example: Private Companies, IPOs)

# What discount rate should I use?

208

- Cost of Equity versus Cost of Capital
  - ▣ If discounting cash flows to equity -> Cost of Equity
  - ▣ If discounting cash flows to the firm -> Cost of Capital
- What currency should the discount rate (risk free rate) be in?
  - ▣ Match the currency in which you estimate the risk free rate to the currency of your cash flows
- Should I use real or nominal cash flows?
  - ▣ If discounting real cash flows -> real cost of capital
  - ▣ If nominal cash flows -> nominal cost of capital
  - ▣ If inflation is low (<10%), stick with nominal cash flows since taxes are based upon nominal income
  - ▣ If inflation is high (>10%) switch to real cash flows

# Which Growth Pattern Should I use?

209

- If your firm is
  - ▣ large and growing at a rate close to or less than growth rate of the economy, or
  - ▣ constrained by regulation from growing at rate faster than the economy
  - ▣ has the characteristics of a stable firm (average risk & reinvestment rates)

Use a Stable Growth Model

- If your firm
  - ▣ is large & growing at a moderate rate ( $\leq$  Overall growth rate + 10%) or
  - ▣ has a single product & barriers to entry with a finite life (e.g. patents)

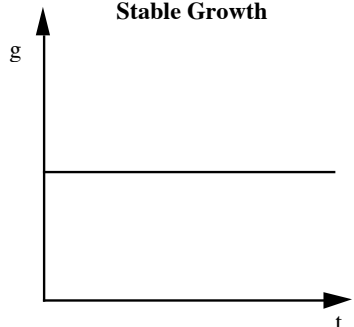
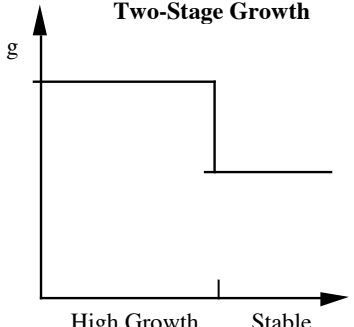
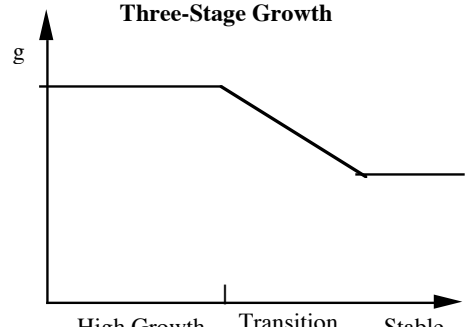
Use a 2-Stage Growth Model

- If your firm
  - ▣ is small and growing at a very high rate ( $>$  Overall growth rate + 10%) or
  - ▣ has significant barriers to entry into the business
  - ▣ has firm characteristics that are very different from the norm

Use a 3-Stage or n-stage Model

# The Building Blocks of Valuation

210

| Choose a           |   |   |  |
|--------------------|---|---|--|
| Cash Flow          | <i>Dividends</i><br>Expected Dividends to Stockholders  | <i>Cashflows to Equity</i><br>Net Income<br>- $(1 - \delta)$ (Capital Exp. - Deprec'n)<br>- $(1 - \delta)$ Change in Work. Capital<br>= Free Cash flow to Equity (FCFE)<br>[ $\delta$ = Debt Ratio] | <i>Cashflows to Firm</i><br>EBIT (1- tax rate)<br>- (Capital Exp. - Deprec'n)<br>- Change in Work. Capital<br>= Free Cash flow to Firm (FCFF)          |
| & A Discount Rate  | <i>Cost of Equity</i> <ul style="list-style-type: none"> <li><i>Basis:</i> The riskier the investment, the greater is the cost of equity.</li> <li><i>Models:</i> <p>CAPM: Riskfree Rate + Beta (Risk Premium)</p> <p>APM: Riskfree Rate + <math>\sum \text{Beta}_j</math> (Risk Premium)<sub>j</sub>; <i>n factors</i></p> </li> </ul> |   | <i>Cost of Capital</i><br>$\text{WACC} = k_e (E / (D+E)) + k_d (D / (D+E))$<br>$k_d$ = Current Borrowing Rate (1-t)<br>E,D: Mkt Val of Equity and Debt |
| & a growth pattern |  <p>Stable Growth</p>   |  <p>Two-Stage Growth</p>   |  <p>Three-Stage Growth</p>   |



## TYING UP LOOSE ENDS

The trouble starts after you tell me you are done..



# But what comes next?

212

|   |  |
|---|--|
| <b>Value of Operating Assets</b>        | Since this is a discounted cashflow valuation, should there be a real option premium?  |
| <b>+ Cash and Marketable Securities</b> | Operating versus Non-operating cash<br>Should cash be discounted for earning a low return?   |
| <b>+ Value of Cross Holdings</b>        | How do you value cross holdings in other companies?<br>What if the cross holdings are in private businesses?   |
| <b>+ Value of Other Assets</b>          | What about other valuable assets?<br>How do you consider underutilized assets?   |
| <b>Value of Firm</b>                    | Should you discount this value for opacity or complexity?<br>How about a premium for synergy?<br>What about a premium for intangibles (brand name)?  |
| <b>- Value of Debt</b>                  | What should be counted in debt?<br>Should you subtract book or market value of debt?<br>What about other obligations (pension fund and health care)?<br>What about contingent liabilities?<br>What about minority interests? |
| <b>= Value of Equity</b>                | Should there be a premium/discount for control?<br>Should there be a discount for distress?  |
| <b>- Value of Equity Options</b>        | What equity options should be valued here (vested versus non-vested)?<br>How do you value equity options?  |
| <b>= Value of Common Stock</b>          | Should you divide by primary or diluted shares?  |
| <b>/ Number of shares</b>               |  |
| <b>= Value per share</b>                | Should there be a discount for illiquidity/ marketability?<br>Should there be a discount for minority interests?   |

# 1. The Value of Cash

213

- The simplest and most direct way of dealing with cash and marketable securities is to keep it out of the valuation - the cash flows should be before interest income from cash and securities, and the discount rate should not be contaminated by the inclusion of cash. (Use betas of the operating assets alone to estimate the cost of equity).
- Once the operating assets have been valued, you should add back the value of cash and marketable securities.
- In many equity valuations, the interest income from cash is included in the cashflows. The discount rate has to be adjusted then for the presence of cash. (The beta used will be weighted down by the cash holdings). Unless cash remains a fixed percentage of overall value over time, these valuations will tend to break down.

# An Exercise in Cash Valuation

214

|                            | <i>Company A</i> | <i>Company B</i> | <i>Company C</i> |
|----------------------------|------------------|------------------|------------------|
| Enterprise Value           | \$1,000.0        | \$1,000.0        | \$1,000.0        |
| Cash                       | \$100.0          | \$100.0          | \$100.0          |
| Return on invested capital | 10%              | 5%               | 22%              |
| Cost of capital            | 10%              | 10%              | 12%              |
| Trades in                  | US               | US               | Argentina        |

In which of these companies is cash most likely to be

- a) A Neutral Asset (worth \$100 million)
- b) A Wasting Asset (worth less than \$100 million)
- c) A Potential Value Creator (worth >\$100 million)

# Should you ever discount cash for its low returns?

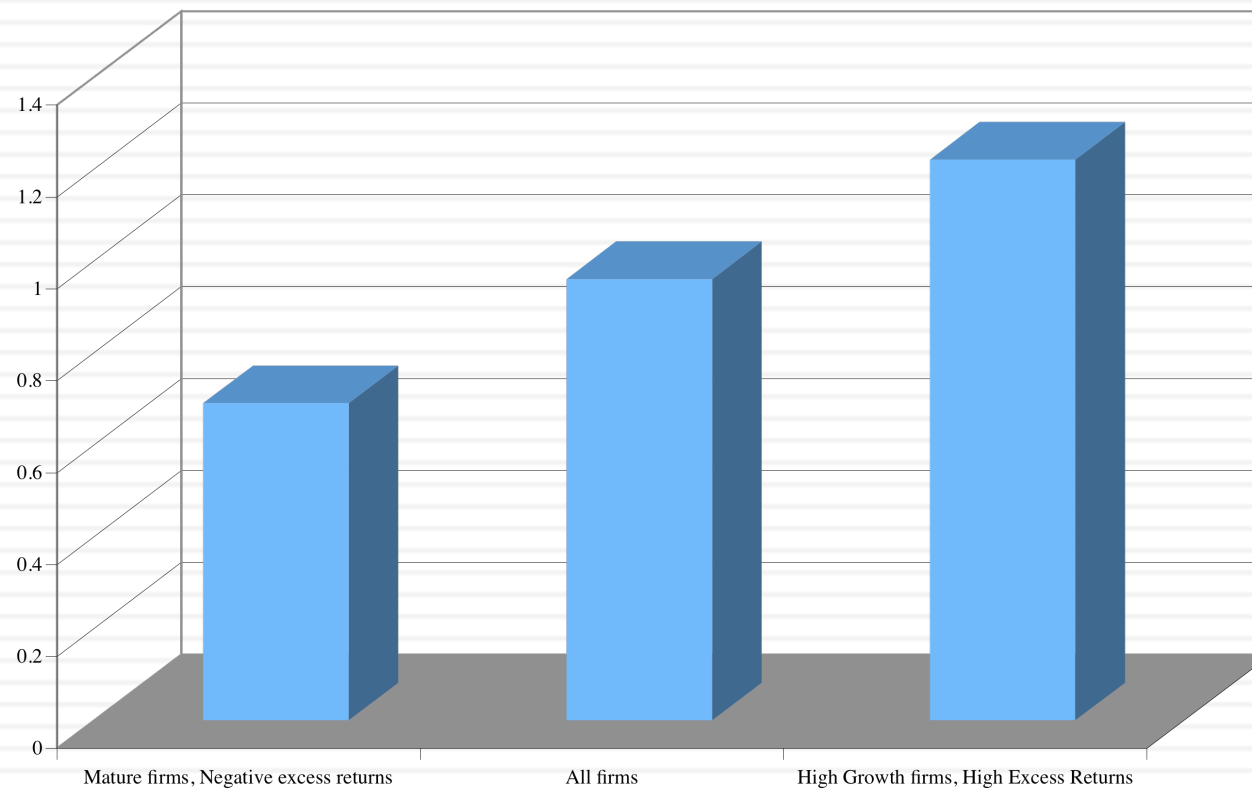
215

- There are some analysts who argue that companies with a lot of cash on their balance sheets should be penalized by having the excess cash discounted to reflect the fact that it earns a low return.
  - Excess cash is usually defined as holding cash that is greater than what the firm needs for operations.
  - A low return is defined as a return lower than what the firm earns on its non-cash investments.
- This is the wrong reason for discounting cash. If the cash is invested in riskless securities, it should earn a low rate of return. As long as the return is high enough, given the riskless nature of the investment, cash does not destroy value.
- There is a right reason, though, that may apply to some companies... Managers can do stupid things with cash (overpriced acquisitions, pie-in-the-sky projects....) and you have to discount for this possibility.

# Cash: Discount or Premium?

216

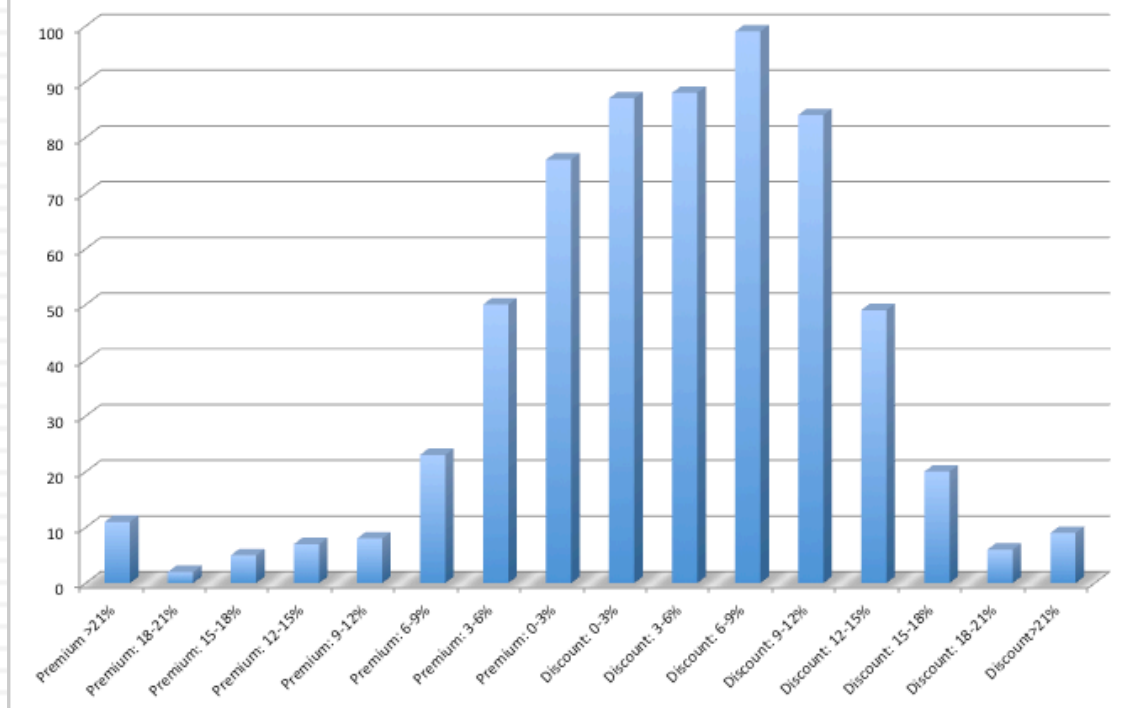
*Market Value of \$ 1 in cash:  
Estimates obtained by regressing Enterprise Value against Cash Balances*



# A Detour: Closed End Mutual Funds

217

Figure 11.7: Premiums/Discounts on Closed End Funds- November 2011

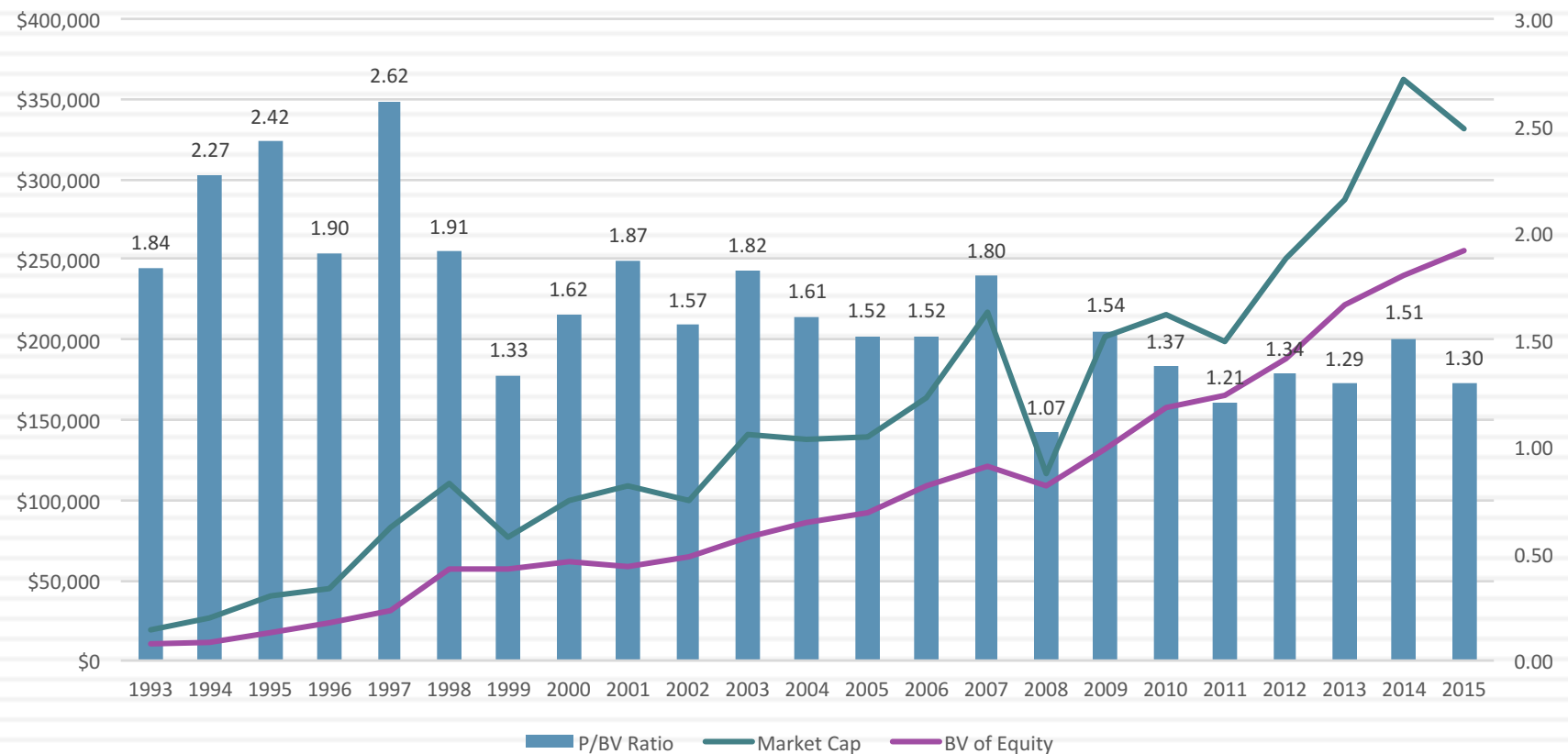


- Assume that you have a closed-end fund that invests in ‘average risk’ stocks. Assume also that you expect the market (average risk investments) to make 11.5% annually over the long term. If the closed end fund underperforms the market by 0.50%, estimate the discount on the fund.

# The Most Famous Closed End Fund in History?

218

*Berkshire Hathaway: The Fading Buffett Premium*



## 2. Dealing with Holdings in Other firms

219

- Holdings in other firms can be categorized into
  - Minority passive holdings, in which case only the dividend from the holdings is shown in the balance sheet
  - Minority active holdings, in which case the share of equity income is shown in the income statements
  - Majority active holdings, in which case the financial statements are consolidated.



# An Exercise in Valuing Cross Holdings

220

- Assume that you have valued Company A using consolidated financials for \$ 1 billion (using FCFF and cost of capital) and that the firm has \$ 200 million in debt. How much is the equity in Company A worth?
- Now assume that you are told that Company A owns 10% of Company B and that the holdings are accounted for as passive holdings. If the market cap of company B is \$ 500 million, how much is the equity in Company A worth?
- Now add on the assumption that Company A owns 60% of Company C and that the holdings are fully consolidated. The minority interest in company C is recorded at \$ 40 million in Company A's balance sheet. How much is the equity in Company A worth?

# More on Cross Holding Valuation

221

- Building on the previous example, assume that
  - You have valued equity in company B at \$ 250 million (which is half the market's estimate of value currently)
  - Company A is a steel company and that company C is a chemical company. Furthermore, assume that you have valued the equity in company C at \$250 million.
  - Estimate the value of equity in company A.

## If you really want to value cross holdings right....

222

- Step 1: Value the parent company without any cross holdings. This will require using unconsolidated financial statements rather than consolidated ones.
- Step 2: Value each of the cross holdings individually. (If you use the market values of the cross holdings, you will build in errors the market makes in valuing them into your valuation.
- Step 3: The final value of the equity in the parent company with N cross holdings will be:
  - ▣ Value of un-consolidated parent company
  - ▣ – Debt of un-consolidated parent company
  - ▣ +  $\sum_{j=1}^N \% \text{ owned of Company } j * (\text{Value of Company } j - \text{Debt of Company } j)$

# Valuing Yahoo as the sum of its intrinsic pieces

223

| 100% of Yahoo! US Equity | + 35% of Yahoo! Japan Equity                | + 22.1% of Alibaba Equity                       | - Loose Ends =          | Equity value= \$41,571<br>Per share = \$41.19 |
|--------------------------|---|---|-------------------------|---|
| Operating assets =\$4383 | Operating assets = \$17,884                 | Operating assets = \$127,484                    | - Taxes due = \$5,017   |   |
| + Cash = \$4,571         | + Cash = \$3,113                            | + Cash = \$27963                                | - Yahoo options = \$298 |   |
| - Debt = \$1,591         | - Debt = \$0                                | - Debt = \$6,670                                |                         |   |
| =Parent Equity = \$7,363 | Equity = \$20,997<br>35% of value = \$7,349 | Equity = \$145,587<br>22.1% of value = \$32,175 |                         |   |

If you have to settle for an approximation, try this...

224

- For majority holdings, with full consolidation, convert the minority interest from book value to market value by applying a price to book ratio (based upon the sector average for the subsidiary) to the minority interest.
  - ▣ Estimated market value of minority interest = Minority interest on balance sheet \* Price to Book ratio for sector (of subsidiary)
  - ▣ Subtract this from the estimated value of the consolidated firm to get to value of the equity in the parent company.
- For minority holdings in other companies, convert the book value of these holdings (which are reported on the balance sheet) into market value by multiplying by the price to book ratio of the sector(s). Add this value on to the value of the operating assets to arrive at total firm value.

# Yahoo: A pricing game?

225

| 100% of Yahoo! US Equity                    | + 35% of Yahoo! Japan Equity                 | + 22.1% of Alibaba Equity                       | - Loose Ends =         | Equity value= \$39,580<br>Per share = \$39.19 |
|---|--|---|------------------------|---|
| EV/Sales* Sales = 0.63*<br>\$4672 = \$2,948 | EV/Sales* Sales = 7.91*<br>\$3929 = \$31,075 | EV/Sales* Sales = 12.18*<br>\$7911 = \$96,331   | Taxes due =<br>\$4,011 |   |
| + Cash = \$4,571                            | + Cash = \$3,113                             | + Cash = \$27963                                | Yahoo options<br>\$298 |   |
| - Debt = \$1,591                            | - Debt = \$0                                 | - Debt = \$6,670                                |                        |   |
| =Parent Equity = \$5,929                    | Equity = \$34,188<br>35% of value = \$11,966 | Equity = \$117,623<br>22.1% of value = \$25,995 |                        |   |

### 3. Other Assets that have not been counted yet..

226

- Assets that you should not be counting (or adding on to DCF values)
  - If an asset is contributing to your cashflows, you cannot count the market value of the asset in your value. Thus, you should not be counting the real estate on which your offices stand, the PP&E representing your factories and other productive assets, any values attached to brand names or customer lists and definitely no non-assets (such as goodwill).
- Assets that you can count (or add on to your DCF valuation)
  - Overfunded pension plans: If you have a defined benefit plan and your assets exceed your expected liabilities, you could consider the over funding with two caveats:
    - Collective bargaining agreements may prevent you from laying claim to these excess assets.
    - There are tax consequences. Often, withdrawals from pension plans get taxed at much higher rates.
  - Unutilized assets: If you have assets or property that are not being utilized to generate cash flows (vacant land, for example), you have not valued them yet. You can assess a market value for these assets and add them on to the value of the firm.

# An Uncounted Asset?

227

Price tag: \$200 million



The longtime home of Playboy magazine founder Hugh Hefner is to be sold to Daren Metropoulos, a principal at private-equity firm Metropoulos & Co. PHOTO: GETTY IMAGES