Investment Appraisal
Investment Appraisal

- Net Present Value (NPV)
- Cash Flows
- Profitability Index
- Payback Period
- Internal Rate of Return (IRR)
- Accounting Rate of Return
Investment Appraisal

- A means of assessing whether an investment project is worthwhile or not
- Investment project could be the purchase of a new PC for a small firm, a new piece of equipment in a manufacturing plant, a whole new factory, etc
- Used in both public and private sector
Investment Appraisal

- Types of investment appraisal:
  - Payback Period
  - Accounting Rate of Return (ARR)
  - Internal Rate of Return (IRR)
  - Profitability Index
  - Net Present Value (discounted cash flow)

What factors need to be considered before investing in equipment such as this?

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Investment Appraisal

• **Why do companies invest?**
  - Importance of remembering investment as the purchase of productive capacity NOT buying stocks and shares or investing in a bank!

• **Buy equipment/machinery or build new plant to:**
  - Increase capacity (amount that can be produced) which means:
    • Demand can be met and this generates sales revenue
    • Increased efficiency and productivity
Investment Appraisal

- Investment therefore assumes that the investment will yield future income streams
- Investment appraisal is all about assessing these income streams against the cost of the investment
- Not a precise science!

A fork lift may be an important item but what does it contribute to overall sales? How long and how much work would it have to do to repay its initial cost?

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Payback Period

- Net Present Value (NPV)
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- Internal Rate of Return (IRR)
- Cash Flows
- Accounting Rate of Return

**Payback Period**

- Simple to use
- Useful for short term decision making
- Useful if the returns are accurate
- Income streams not time related
Payback Method

- **The length of time taken to repay the initial capital cost**
- Requires information on the returns the investment generates
- e.g. A machine costs £600,000
- It produces items that generate a profit of £5 each on a production run of 60,000 units per year
- Payback period will be 2 years
Payback method

- Payback could occur during a year
- Can take account of this by reducing the cash inflows from the investment to days, weeks or years

\[
\text{Payback} = \frac{\text{Days/Weeks/Months} \times \text{Initial Investment}}{\text{Total Cash Received}}
\]
Payback Method

- e.g.
  - Cost of machine = £600,000
  - Annual income streams from investment = £255,000 per year

- Payback = 36 x 600,000/765,000
  - = 28.23 months
  - (2 yrs, 6¾ months)
Accounting Rate of Return

- Net Present Value (NPV)
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- Internal Rate of Return (IRR)
- Cash Flows
- Payback Period

Investment Appraisal

Accounting Rate of Return
- Shows profitability
- Allows comparison between projects
- Income streams not time related
Accounting Rate of Return

- A comparison of the profit generated by the investment with the cost of the investment

  Average annual return or annual profit

  \[ ARR = \frac{\text{Average annual return or annual profit}}{\text{Initial cost of investment}} \]
Accounting Rate of Return

- e.g.
- An investment is expected to yield cash flows of £10,000 annually for the next 5 years
- The initial cost of the investment is £20,000
- Total profit therefore is: £30,000
- Annual profit = £30,000 / 5
  \[= £6,000\]
  \[ARR = \frac{6,000}{20,000} \times 100\]
  \[= 30\%\]
- A worthwhile return?
Investment Appraisal

- To make a more informed decision, more sophisticated techniques need to be used.
- Importance of time-value of money

Which is worth more?

£ now

£ in 5 years time

£ now

£ in 5 years time
Net Present Value (NPV)

- Takes account of changing value of money over time.
- Enables comparisons at different interest rates to be considered.
- Useful for comparing similar projects with same cost.
Net Present Value

- Takes into account the fact that money values change with time
- How much would you need to invest today to earn x amount in x years time?
- Value of money is affected by interest rates
- NPV helps to take these factors into consideration
- Shows you what your investment would have earned in an alternative investment regime
Net Present Value

- **e.g.**
  - Project A costs £1,000,000
  - After 5 years the cash returns = £100,000 (10%)
  - If you had invested the £1 million into a bank offering interest at 12% the returns would be greater
  - You might be better off re-considering your investment!
Net Present Value

- **The principle:**
  - How much would you have to invest now to earn £100 in one year’s time if the interest rate was 5%?
  - The amount invested would need to be: £95.24
  - Allows comparison of an investment by valuing cash payments on the project and cash receipts expected to be earned over the lifetime of the investment at the same point in time, i.e. the present.
Net Present Value

Future Value

\[
PV = \frac{\text{Future Value}}{(1 + i)^n}
\]

Where \( i \) = interest rate
\( n \) = number of years

- The PV of £1 @ 10\% in 1 years time is 0.9090
- If you invested 0.9090p today and the interest rate was 10\% you would have £1 in a year’s time
- Process referred to as:
  ‘Discounting Cash Flow’
Net Present Value

- Cash flow x discount factor = present value
- e.g. PV of £500 in 10 years time at a rate of interest of 4.25% = 500 x 0.6595373 = £329.77
- £329.77 is what you would have to invest today at a rate of interest of 4.25% to earn £500 in 10 years time
- PVs can be found through valuation tables (e.g. Parry’s Valuation Tables)
Cash Flows

- Net Present Value (NPV)
- Profitability Index
- Internal Rate of Return (IRR)
- Investment Appraisal
- Payback Period
- Accounting Rate of Return
- Income Streams
  - Yields from Investment
  - Time Value of Money
  - Profitability versus risk
Discounted Cash Flow

- **An example:**
  - A firm is deciding on investing in an energy efficiency system. Two possible systems are under investigation.
  - One yields quicker results in terms of energy savings than the other but the second may be more efficient later.
  - Which should the firm invest in?
## Discounted Cash Flow – System A

<table>
<thead>
<tr>
<th>Year</th>
<th>Cash Flow (£)</th>
<th>Discount Factor (4.75%)</th>
<th>Present Value (£) (CF x DF)</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>-600,000</td>
<td>1.00</td>
<td>-600,000</td>
</tr>
<tr>
<td>1</td>
<td>+75,000</td>
<td>0.9546539</td>
<td>71,599.04</td>
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<tr>
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<td>+100,000</td>
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<tr>
<td>4</td>
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<td>0.8305846</td>
<td>166,116.92</td>
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<tr>
<td>5</td>
<td>+210,000</td>
<td>0.7929209</td>
<td>166,513.39</td>
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<tr>
<td>6</td>
<td>+150,000</td>
<td>0.7569650</td>
<td>113,544.75</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>285,000</strong></td>
<td></td>
<td><strong>NPV = 139,416</strong></td>
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</tbody>
</table>
Discounted Cash Flow – System B

<table>
<thead>
<tr>
<th>Year</th>
<th>Cash Flow (£)</th>
<th>Discount Factor (4.75%)</th>
<th>Present Value (£) (CF x DF)</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>-600,000</td>
<td>1.00</td>
<td>-600,000</td>
</tr>
<tr>
<td>1</td>
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<td>6</td>
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<td>340,634.30</td>
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<tr>
<td>Total</td>
<td>285,000</td>
<td></td>
<td>NPV = 108,802.70</td>
</tr>
</tbody>
</table>
Discounted Cash Flow

- **System A represents the better investment**

- System B yields the same return after six years but the returns of System A occur faster and are worth more to the firm than returns occurring in future years even though those returns are greater
Internal Rate of Return (IRR)

Where NPV = Zero
Time value related

Internal Rate of Return (IRR)

Enables comparison to made of projects of differing value
Internal Rate of Return

- Allows the risk associated with an investment project to be assessed
- The IRR is the rate of interest (or discount rate) that makes the net present value = to zero
  - Helps measure the worth of an investment
  - Allows the firm to assess whether an investment in the machine, etc. would yield a better return based on internal standards of return
  - Allows comparison of projects with different initial outlays
  - Set the cash flows to different discount rates
  - Software or simple graphing allows the IRR to be found
Profitability Index

NPV/Initial Capital Cost

Allows comparison of different projects

Net Present Value (NPV)

Cash Flows

Payback Period

Internal Rate of Return (IRR)

Accounting Rate of Return

Investment Appraisal
Profitability Index

- Allows a comparison of the costs and benefits of different projects to be assessed and thus allow decision making to be carried out

Profitability Index = \[
\frac{\text{Net Present Value}}{\text{Initial Capital Cost}}
\]
Investment Appraisal

- **Key considerations for firms in considering use:**
  - Ease of use/degree of simplicity required
  - Degree of accuracy required
  - Extent to which future cash flows can be measured accurately
  - Extent to which future interest rate movements can be factored in and predicted
  - Necessity of factoring in effects of inflation