

## Review 3-2—Solution

	Balance Sheet					Income Statement		
	Cash Assets	+	Noncash Assets	=	Liabilities + Contrib. Capital + Earned Capital	Revenues	- Expenses	= Net Income
Balance January 1, 2017 .....	10,000		41,000		26,000 10,000 15,000	0	0	0
<b>Transactions</b>								
1. Issue common stock for \$3,000 cash .....	3,000				3,000			
2. Purchase inventory for \$8,000 on credit .....			8,000 Inventory		8,000 Accounts payable			
3. Sell inventory costing \$8,000 for \$15,000 on credit. ....			(8,000) Inventory 15,000 Accounts receivable		7,000	15,000 Revenue	8,000 Cost of goods sold	7,000
4. Issue long-term debt for \$10,000 cash .....	10,000				10,000 Long-term debt			
5. Pay \$15,000 cash for PPE .....	(15,000)		15,000 PPE					
6. Pay \$500 cash for salaries .....	(500)				(500)		500 Salaries expense	(500)
7. Receive \$300 cash in advance for future consulting services. . .	300				300 Unearned revenue			
8. Pay \$50 cash for interest on long-term debt .....	(50)				(50)		50 Interest expense	(50)
9. Receive \$3,000 cash from accounts receivable. ....	3,000		(3,000) Accounts receivable					
10. Pay \$2,500 cash toward accounts payable .....	(2,500)				(2,500) Accounts payable			
11. Perform consulting services for client who previously paid in 7 . .					(300) Unearned revenue	300 Revenue		300
12. Pay \$100 cash for dividends .....	(100)				(100)			

## Review 3-3—Solution

	Balance Sheet					Income Statement		
	Cash Assets	+	Noncash Assets	=	Liabilities + Contrib. Capital + Earned Capital	Revenues	- Expenses	= Net Income
<b>Accounting Adjustments</b>								
13. Record depreciation of \$600 .....			(600) PPE		(600)		600 Depreciation expense	(600)
14. Accrue salaries of \$1,000. ....					1,000 Salaries payable		1,000 Salaries expense	(1,000)
15. Advertising costing \$1,300 is aired .....			(1,300) Prepaid expense		(1,300)		1,300 Advertising expense	(1,300)
16. Accrue income taxes of \$1,200 .....					1,200 Taxes payable		1,200 Tax expense	(1,200)
<b>Balance January 31, 2017</b> .....	<u>8,150</u>		<u>66,100</u>		<u>43,700</u> 13,000 17,550	<u>15,300</u>	<u>12,650</u>	<u>2,650</u>

As for all ratios, analysis of financial leverage ratios must consider ratios over time and comparisons with peers. Appropriate financial leverage varies across industries because different business models generate cash flow streams that differ in amount and variability over time. Generally, business models that generate high and stable levels of cash flow can support a higher level of debt.

The median total liabilities-to-equity ratio for all publicly traded companies in 2015 was 0.71, indicating that companies typically borrow money, but have more equity than borrowed money in their capital structures. Financial leverage ratios differ by industry and company size. The median financial leverage ratio for the S&P 500 companies, for example, was 2.74 in 2015 and ranged from 2.4 to 2.7 over the 2011–2015 period.

Exhibit 4.4 shows a summary of ratios used in the DuPont disaggregation of return on equity.

**Exhibit 4.4 ■ Summary of Ratios in DuPont Disaggregation of Return on Equity**

Ratio	Computation	What The Ratio Measures	Positive Indicators Include
<b>Return on equity</b>	Net income ÷ Avg. stockholders' equity, or Return on assets × Financial leverage	ROE measures accounting return to shareholders using net income and the book value of stockholders' equity.	<ul style="list-style-type: none"> <li>Improvement over time and favorable comparison to peers.</li> <li>Greater proportion of ROE from ROA (operations) than financial leverage (risk).</li> </ul>
<b>Return on assets</b>	Net income/Avg. total assets or Profit margin × Asset turnover	ROA measures the accounting return on total assets using net income and total assets.	<ul style="list-style-type: none"> <li>Improvement over time in both profit margin and asset turnover.</li> <li>Improvement in gross margins and not solely from expense reduction.</li> </ul>
<b>PROFITABILITY</b>			
Gross profit margin	Gross profit / Sales	Gross profit measures the difference between selling price and the cost to make or buy the products sold for the year.	<ul style="list-style-type: none"> <li>Improvement over time due to increases in selling prices and/or reductions in cost to make or buy without compromising product quality.</li> <li>Favorable comparison to peers.</li> </ul>
Operating expense margin (or SG&A expense margin)	SG&A expense / Sales	Operating expense margin measures total overhead expense (SG&A) as a percent of sales.	<ul style="list-style-type: none"> <li>Improvement over time.</li> <li>Favorable comparison to peers.</li> <li>No short-term gains at long-term cost (such as unusual reductions in marketing and R&amp;D expenses).</li> </ul>
Profit margin (or net profit margin)	Net income / Sales	Profit margin includes effects of both gross profit margin, the operating expense margin, and net nonoperating expenses.	<ul style="list-style-type: none"> <li>Improvement over time.</li> <li>Favorable comparison to peers.</li> </ul>
<b>PRODUCTIVITY</b>			
Accounts receivable turnover	Sales / Avg. accounts receivable	AR turnover reflects how effective a company manages the credit issued to customers.	<ul style="list-style-type: none"> <li>Improvement over time.</li> <li>Favorable comparison to peers.</li> </ul>
Days sales outstanding (DSO)	$365 \times (\text{Avg. accounts receivable} / \text{Sales})$	DSO reflects how well a company's accounts receivables are managed.	<ul style="list-style-type: none"> <li>Maintain sales while reducing days to collect receivables.</li> </ul>
Inventory turnover	COGS / Avg. inventory	Inventory turnover reflects the number of times inventory is sold or used during the period.	<ul style="list-style-type: none"> <li>Improvement over time.</li> <li>Favorable comparison to peers.</li> </ul>
Days inventory outstanding (DIO)	$365 \times \text{Avg. inventory} / \text{COGS}$	DIO reflects how many days it takes for a company to sell its inventory.	<ul style="list-style-type: none"> <li>Maintain sales while reducing days to sell inventory.</li> </ul>
Accounts payable turnover	COGS ÷ Avg. accounts payable	AP turnover reflects how many times a company pays off its suppliers during the period.	<ul style="list-style-type: none"> <li>Improvement over time.</li> <li>Favorable comparison to peers.</li> </ul>
Days payables outstanding (DPO)	$365 \times (\text{Avg. accounts payable} / \text{COGS})$	DPO reflects how long it takes a company to pay its invoices from suppliers.	<ul style="list-style-type: none"> <li>Maintain supplier relations while delaying payment to suppliers.</li> </ul>
Cash conversion cycle	AR days + Inv days – AP days	Cash conversion (operating) cycle measures the days to convert cash to inventories, receivables to cash, cash to payables.	<ul style="list-style-type: none"> <li>Improvement over time.</li> <li>Favorable comparison to peers.</li> </ul>
PPE turnover	Sales / Avg. PPE assets	Plant asset turnover is a productivity measure, comparing the volume of sales generated by plant assets.	<ul style="list-style-type: none"> <li>Improvement over time.</li> <li>Favorable comparison to peers.</li> </ul>

*continued*

\$ millions	ROA (DuPont analysis)	RNOA (Operating focus)	Computation
Net income . . . . .	\$11,420		
Net operating profit after tax (NOPAT) . . .		\$11,288	
Average assets . . . . .	\$97,483		(\$103,065 + \$91,900)/2
Average net operating assets (NOA) . . . .		\$49,373	(\$51,488 + \$47,258)/2
ROA . . . . .	11.71%		\$11,420 / \$97,483
RNOA . . . . .		22.86%	\$11,288 / \$49,373

**ROA Components** The operating focus to ROE excludes \$132 million of net income (relating to investment returns net of interest expense, after tax) and excludes \$9,102 million of net nonoperating assets (average investment securities of \$28,169 million less average nonoperating liabilities of \$19,067 million, computed as [\$2,634 + \$20,933 + \$1,596 + \$12,971]/2). The net return on these net nonoperating assets is 1.45% ( $\frac{\$132 \text{ million}}{\$9,102 \text{ million}}$ ). The return on assets computed under the traditional DuPont approach is actually a weighted average of the return on operating assets and the return on net nonoperating assets (\$ millions).

$$\left( \begin{array}{c} \text{From Operating} \\ \text{Activities} \end{array} 22.86\% \times \frac{\$49,373}{\$97,483} \right) + \left( \begin{array}{c} \text{From Nonoperating} \\ \text{Activities} \end{array} 1.45\% \times \frac{\$9,102}{\$97,483} \right) = 11.71\%$$

It is clear that both sides of Intel's business create positive returns for shareholders—operations are returning 22.86% and nonoperating activities are returning 1.45%. But the low return on nonoperating activities creates a drag on overall return to the shareholders. This insight is lost with the traditional DuPont analysis. Exhibit 4.8 summarized the key metrics applied in this section. We now extend the operating focus to the second level of analysis for each component of RNOA.

#### Exhibit 4.8 ■ Key Ratio and Acronym Definitions

Ratio	Definition
<b>ROE:</b> <b>Return on equity</b> . . . . .	Net income attributable to controlling interest/Average equity attributable to controlling interest
<b>NOA:</b> <b>Net operating assets</b> . . . . .	Operating assets less operating liabilities; it excludes nonoperating items such as investments in marketable securities and interest-bearing debt.
<b>NOPAT:</b> <b>Net operating profit after tax</b> . . . . .	Operating revenues less operating expenses such as cost of sales, selling, general and administrative expense, and taxes; it excludes nonoperating revenues and expenses such as interest revenue, dividend revenue, interest expense, gains and losses on investments, discontinued operations.
<b>RNOA:</b> <b>Return on net operating assets</b> . . . .	NOPAT / Average NOA

## Net Operating Profit Margin

**Net operating profit margin (NOPM)** reveals how much operating profit the company earns from each sales dollar. All things equal, a higher net operating profit margin is preferable. Net operating profit margin is affected by the level of gross profit the company earns on its products (revenue minus cost of goods sold), which depends on product prices and manufacturing or purchase costs. Net operating profit margin is also affected by the level of operating expenses the company requires to support its products or services. This includes overhead costs such as wages, marketing, occupancy, and research and development. Finally, net operating profit margin is affected by the level of competition (which affects product pricing) and the company's willingness and ability to control costs.

Intel's net operating profit margin is computed as follows (\$ millions).

$$\text{Net operating profit margin} = \frac{\text{Net operating profit after tax}}{\text{Sales}} = \frac{\$11,288}{\$55,355} = 20.39\%$$

This result means that for each dollar of sales at Intel, the company earns roughly 20.39¢ profit after all operating expenses and taxes. As a reference, the median NOPM for U.S. publicly traded companies with revenues greater than \$1 billion in 2015 is about 8¢.

Analysis of net operating profit margin examines the ratio over time and in comparison with peers. As with net profit margin in the DuPont analysis, the net operating profit margin includes effects from the gross profit margin (Gross profit/Sales) and the operating expense margin (Operating expenses/Sales). A second level analysis of net operating profit margin examines these components to uncover underlying trends that drive this ratio.

## Net Operating Asset Turnover

**Net operating asset turnover (NOAT)** measures the productivity of the company's net operating assets. This metric reveals the level of sales the company realizes from each dollar invested in net operating assets. All things equal, a higher NOAT is preferable. Intel's net operating asset turnover ratio follows (\$ millions).

$$\text{Net operating asset turnover} = \frac{\text{Sales}}{\text{Average net operating assets}} = \frac{\$55,355}{(\$51,488 + \$47,258) / 2} = 1.12$$

This result means that for each dollar of net operating assets, Intel realizes \$1.12 in sales. As a reference, the median for U.S. publicly traded companies with revenues greater than \$1 billion in 2015 is about \$1.30.

Net operating asset turnover can be increased by either increasing sales for a given level of investment in operating assets, or by reducing the amount of operating assets necessary to generate a dollar of sales, or both. Reducing operating working capital (current operating assets less current operating liabilities) is usually easier than reducing long-term net operating assets. For example, companies can implement strategies to collect their receivables faster, reduce their inventories, and delay payments to their suppliers. All of these actions reduce operating working capital and, thereby, increase NOAT. These strategies must be managed, however, so as not to negatively impact sales or supplier relations. Working capital management is an important part of managing the company effectively.

It is usually more difficult to reduce the level of long-term net operating assets. The level of PPE required by the company is determined more by the nature of the company's business model than by management action. For example, telecommunications companies require more capital investment than do retail stores. Still, there are several actions that managers can take to reduce capital investment. Some companies pursue novel approaches, such as corporate alliances, outsourcing, and use of special purpose entities; we discuss some of these approaches in later modules.

Analysis of net operating asset turnover examines the ratio over time and in comparison with peers. As with asset turnover in the DuPont analysis, the net operating asset turnover includes effects

Company	Ticker	2015 Sales	2015 Net Income	2015 Net Operating Profit After Tax	2015 Net Operating Assets	2014 Net Operating Assets	2015 Stockholders' Equity	2014 Stockholders' Equity
Macy's . . .	M	\$27,079	\$1,072	\$1,297	\$10,781	\$10,441	\$4,250	\$5,378

- Compute the 2015 return on equity (ROE) and 2015 return on net operating assets (RNOA).
- Disaggregate RNOA into net operating profit margin (NOPM) and net operating asset turnover (NOAT). What observations can we make about Macy's NOPM and NOAT?
- Compute the percentage of RNOA to ROE, and compute Macy's nonoperating return for 2015.

**E4-36. Compute and Compare ROE, ROA, and RNOA**

Refer to the balance sheet and income statement information for **Oracle Corporation** in E4-34.

**LO1, 2, 6**  
Oracle (ORCL)

- Compute return on equity (ROE).
- Compute return on net assets (ROA).
- Compute return on net operating assets (RNOA).
- Compare the three return metrics and explain what each one measures.



**E4-37. Compute and Interpret Liquidity and Solvency Ratios**

Selected balance sheet and income statement information from **Comcast Corporation** for 2015 and 2014 follows (\$ millions).

**LO9**  
Comcast Corporation (CMCSA)

	Total Current Assets	Total Current Liabilities	Income Before Interest and Taxes	Interest Expense	Total Liabilities*	Stockholders' Equity
2015 . . .	\$12,303	\$18,178	\$15,673	\$2,702	\$112,596	\$53,978
2014 . . .	13,531	17,410	15,001	2,617	106,118	53,068

\*Includes redeemable noncontrolling interests

- Compute the current ratio for each year and discuss any trend in liquidity. Do you believe the company is sufficiently liquid? Explain. What additional information about the accounting numbers comprising this ratio might be useful in helping you assess liquidity? Explain.
- Compute times interest earned and the liabilities-to-equity ratio for each year and discuss any noticeable change.
- What is your overall assessment of the company's liquidity and solvency from the analyses in parts a and b? Explain. *Hint:* Compare the ratios for Comcast to those provided in the module for publicly traded companies.



**E4-38. Compute and Interpret Liquidity and Solvency Ratios**

Selected balance sheet and income statement information from **Verizon Communications Inc.** for 2015 and 2014 follows (\$ millions).

**LO9**  
Verizon Communications Inc. (VZ)

	Total Current Assets	Total Current Liabilities	Income Before Interest and Taxes	Interest Expense, Gross	Total Liabilities	Stockholders' Equity
2015 . . .	\$22,280	\$35,052	\$32,974	\$4,920	\$226,798	\$17,842
2014 . . .	29,499	27,987	21,379	4,915	218,940	13,676

- Compute the current ratio for each year and discuss any trend in liquidity. Do you believe the company is sufficiently liquid? Explain. What additional information about the accounting numbers comprising this ratio might be useful in helping you assess liquidity? Explain.
- Compute times interest earned and the liabilities-to-equity ratio for each year and discuss any noticeable change.
- What is your overall assessment of the company's liquidity and solvency from the analyses in parts a and b? Explain.

## Solutions to Review Problems

### Review 4-1—Solution (\$ millions)

$$\text{ROE} = \frac{\$8,981}{(\$59,698 + \$56,654) / 2} = 15.44\%$$

### Review 4-2—Solution (\$ millions)

ROE = Return on assets (ROA) × Financial leverage

$$\text{ROA} = \frac{\$8,981}{(\$113,481 + \$105,070) / 2} = 8.22\% \quad \text{Financial leverage} = \frac{(\$113,481 + \$105,070) / 2}{(\$59,698 + \$56,654) / 2} = 1.878$$

$$8.22\% \times 1.878 = 15.44\% = \text{ROE}$$

### Review 4-3—Solution (\$ millions)

$$a. \text{ROA} = \frac{\$8,981}{(\$113,481 + \$105,070) / 2} = 8.22\%$$

$$\text{PM} = \frac{\$8,981}{\$49,161} = 18.27\%$$

$$\text{AT} = \frac{\$49,161}{(\$113,481 + \$105,070) / 2} = 0.45$$

ROA = Profit Margin (PM) × Asset Turnover (AT)

$$8.22\% = 18.27\% \times 0.45$$

$$b. (\$49,161 - \$19,480) / \$49,161 = 60.38\%$$

$$c. \text{Days sales outstanding} = 365 \times [(\$5,344 + \$5,157) / 2] / \$49,161 = 38.98$$

$$\text{Days inventory outstanding} = 365 \times [(\$1,627 + \$1,591) / 2] / \$19,480 = 30.15$$

$$\text{Days accounts payable outstanding} = 365 \times [(\$1,104 + \$1,032) / 2] / \$19,480 = 20.01$$

$$\text{Cash conversion cycle} = 38.98 + 30.15 - 20.01 = 49.12$$

$$d. (\$53,774 / \$59,707) = 0.90$$

### Review 4-4—Solution (\$ millions)

a. \$ millions	July 25, 2015	July 26, 2014
Accounts receivable, net . . . . .	\$ 5,344	\$ 5,157
Inventories . . . . .	1,627	1,591
Financing receivables, net . . . . .	4,491	4,153
Deferred tax assets . . . . .	2,915	2,808
Other current assets . . . . .	1,490	1,331
Property and equipment, net . . . . .	3,332	3,252
Financing receivables, net . . . . .	3,858	3,918
Goodwill . . . . .	24,469	24,239
Purchased intangible assets, net . . . . .	2,376	3,280
Other assets . . . . .	3,163	3,267
Total operating assets . . . . .	<u>\$53,065</u>	<u>\$52,996</u>
Accounts payable . . . . .	\$ 1,104	\$ 1,032
Income taxes payable . . . . .	62	159
Accrued compensation . . . . .	3,049	3,181
Deferred revenue . . . . .	9,824	9,478
Other current liabilities . . . . .	5,687	5,451
Income taxes payable . . . . .	1,876	1,851
Deferred revenue . . . . .	5,359	4,664
Other long-term liabilities . . . . .	1,459	1,748
Total operating liabilities . . . . .	<u>\$28,420</u>	<u>\$27,564</u>

Year Ended (\$ millions)	December 31, 2013
Revenues .....	<u>\$51,584</u>
Pre-tax income from discontinued operations .....	408
Provision for taxes on income .....	<u>100</u>
Income from discontinued operations—net of tax .....	308
Pre-tax gain on disposal of discontinued operations .....	10,446
Provision for taxes on income .....	<u>92</u>
Gain on disposal of discontinued operations—net of tax .....	10,354
Discontinued operations—net of tax .....	<u>\$10,662</u>

Discontinued operations are segregated in the income statement because they represent a *transitory* item; that is, transactions or events that affect the current period (and in prior periods while the operation was owned by the company) but will not recur. Many readers of financial statements analyze current-year financial statements to gain clues to better predict *future* performance (stock prices, for example, are based on a company's expected profits and cash flows). Although the segregation of transitory items can help us analyze past performance to uncover core operating profit, they are largely irrelevant to predicting future performance. This means investors and other users tend to focus on income from continuing operations because that is the level of profitability that is likely to *persist* (continue) into the future. Likewise, the financial press tends to focus on income from continuing operations when it discloses corporate earnings (often described as “earnings before one-time charges”).

Accounting standards relating to discontinued operations have recently changed and have restricted the types of disposals that will be accounted for as discontinued operations. Under the new accounting standard, in order to be classified as a discontinued operation, the disposal of the business unit must represent a *strategic shift* for the company that has or will have a *major effect* on a company's financial results. This represents a substantial hurdle because the company will have to demonstrate that a divestiture represents a strategic shift and creates large financial effects. Consequently, the reporting of discontinued operations is likely to be less frequent in the future.

## LO6 Review 5-6

Abbott Laboratories reported the following income statement for fiscal 2015.



<b>ABBOTT LABORATORIES AND SUBSIDIARIES</b> <b>Consolidated Statement of Earnings (\$ millions)</b> <b>For Year Ended December 31, 2015</b>	
Net sales .....	\$20,405
Cost of products sold .....	8,747
Amortization of intangible assets .....	601
Research and development .....	1,405
Selling, general, and administrative .....	<u>6,785</u>
Total operating cost and expenses .....	17,538
Operating earnings .....	2,867
Other (income) expense, net .....	<u>(316)</u>
Earnings from continuing operations before taxes .....	3,183
Taxes on earnings from continuing operations .....	<u>577</u>
Earnings from continuing operations .....	2,606
Earnings from discontinued operations, net of taxes .....	65
Gain on sale of discontinued operations, net of taxes .....	<u>1,752</u>
Net earnings from discontinued operations, net of taxes .....	1,817
Net earnings .....	<u>\$ 4,423</u>

continued

For the Fiscal Years Ended October 31 (\$ millions)	2015	2014	2013
<b>Allowance for doubtful accounts—accounts receivable</b>			
Balance, beginning of period . . . . .	\$232	\$332	\$464
Provision for doubtful accounts . . . . .	46	25	23
Deductions, net of recoveries . . . . .	(89)	(125)	(155)
Balance, end of period . . . . .	<u>\$189</u>	<u>\$232</u>	<u>\$332</u>

- What is the gross amount of accounts receivables for Hewlett-Packard in fiscal 2015 and 2014?
- What is the percentage of the allowance for doubtful accounts to gross accounts receivable for 2015 and 2014?
- What amount of bad debts expense did Hewlett-Packard report each year 2013 through 2015 (ignore increase in allowance from acquisitions)? How does bad debts expense compare with the amounts of its accounts receivable actually written off? (Identify the amounts, and explain.)
- Explain the changes in the allowance for doubtful accounts from 2013 through 2015. Does it appear that Hewlett-Packard increased or decreased its allowance for doubtful accounts in any particular year beyond what seems reasonable?

**L05 E5-44. Estimating Bad Debts Expense and Reporting Receivables**

At December 31, Barber Company had a balance of \$420,000 in its accounts receivable and an unused balance of \$2,600 in its allowance for uncollectible accounts. The company then aged its accounts as follows.

Current . . . . .	\$346,000
1–60 days past due . . . . .	48,000
61–180 days past due . . . . .	17,000
Over 180 days past due . . . . .	<u>9,000</u>
Total accounts receivable . . . . .	<u>\$420,000</u>

The company has experienced losses as follows: 1% of current balances, 5% of balances 1–60 days past due, 15% of balances 61–180 days past due, and 40% of balances over 180 days past due. The company continues to base its allowance for uncollectible accounts on this aging analysis and percentages.

- What amount of bad debts expense does Barber report on its income statement for the year?
- Show how Barber's December 31 balance sheet will report the accounts receivable and the allowance for uncollectible accounts.

**L05 E5-45. Estimating Uncollectible Accounts and Reporting Receivables over Multiple Periods**

Weiss Company, which has been in business for three years, makes all of its sales on credit and does not offer cash discounts. Its credit sales, customer collections, and write-offs of uncollectible accounts for its first three years follow.

Year	Sales	Collections	Accounts Written Off
2014 . . .	\$733,000	\$716,000	\$5,300
2015 . . .	857,000	842,000	5,800
2016 . . .	945,000	928,000	6,500

- Weiss recognizes bad debts expense as 1% of sales. (*Hint:* This means the allowance account is increased by 1% of credit sales regardless of any write-offs and unused balances.) What does Weiss' **2016** balance sheet report for accounts receivable and the allowance for uncollectible accounts? What total amount of bad debts expense appears on Weiss' income statement for each of the three years?
- Comment on the appropriateness of the 1% rate used to provide for bad debts based on your analysis in part *a*.



## Solutions to Review Problems

### Review 5-1—Solution

#### Part I

1. Revenue is recognized for the sales price less anticipated returns.
2. The purchase price is apportioned between two components (performance obligations): the value of the copier and the value of the two-year service agreement. Revenue is immediately recognized on the first component. For the second component, revenue is deferred and recognized ratably over two years.
3. Revenue is recognized ratably over the year despite the fact that customers pay up front.
4. Revenue is recognized for the commission only, not the full sales price, because the company is acting as an agent for the other companies.
5. Product sales are recognized as revenue when the product is delivered to the franchisee. Accounting services are recognized as revenue on a monthly basis as the service is provided.

#### Part II

1. Revenue =  $\$3,000,000 \times (\$500,000/\$2,500,000) = \$600,000$ .  
Gross profit =  $\$600,000 - \$500,000 = \$100,000$ .
2. The cost of \$500,000 exceeds the billing of \$400,000, and the excess of \$100,000 is reported as a current asset (such as costs in excess of billings or contracts in progress).

### Review 5-2—Solution

1. “Additions” represents the amount of returns allowances recorded during fiscal 2015 for sales during that year.
2. “Returns, net” is the dollar value of actual returns offset by the value of the merchandise returned. The actual returns number is very close to the amount estimated. This indicates that Nordstrom is fairly accurate in its estimation process.
3. a. Sales returns/gross sales shows an increasing pattern. The ratio is up from 13.4% two years ago to 16.2% in the most current year. This could indicate that customer satisfaction with products is decreasing. However, Nordstrom’s business model focuses on customer satisfaction, and the fact that its margin is very high (35% in 2015) puts the increase in perspective—it is not alarming, but should be monitored.

\$ millions	2015	2014	2013
Net sales. . . . .	\$14,095	\$13,110	\$12,166
Year-end allowance for sales returns . . . . .	2,720	2,129	1,880
Gross sales. . . . .	\$16,815	\$15,239	\$14,046
% Returned merchandise . . . . .	16.2%	14.0%	13.4%

- b. Nordstrom’s allowance is adequate considering the following ratio of actual to estimate:

\$ millions	2015	2014	2013
Actual returns during the year . . . . .	\$2,710	\$2,097	\$1,868
Estimated returns for the year . . . . .	\$2,720	\$2,129	\$1,880
Adequacy . . . . .	99.6%	98.5%	99.4%

There is normal tension between the sales side of a company that argues for depth and breadth of inventory, and the finance side that monitors inventory carrying costs and seeks to maximize cash flow. Companies, therefore, seek to *optimize* inventory investment, not minimize it.

## Days Payable Outstanding

Most companies purchase inventories on credit, meaning that suppliers allow companies to pay later. The supplier sets credit terms that specify when the invoice must be paid. Sometimes the supplier will offer a discount if the company pays more quickly. A typical invoice might include payment terms of 2/10, net 30, which means that the seller offers a 2% discount if the invoice is paid within 10 days and, if not, requires payment in full to be made in 30 days. Business-to-business (B2B) payables are usually non-interest bearing. This means accounts payable represent a low-cost financing source and companies should defer payment as long as allowed by the vendor. The average length of time that payables are deferred is reflected in the **days payable outstanding (DPO)** ratio, computed as:

$$\text{Days payable outstanding} = \frac{365 \times \text{Average Accounts Payable}}{\text{COGS}}$$

Similar to the days inventory outstanding ratio, COGS is in the denominator because payables relate to the purchase of inventories, which are reported at cost. For Home Depot, days payable outstanding for 2016 is:

$$\text{Days payable outstanding} = \frac{365 \times (\$6,565 + \$5,807)/2}{\$58,254} = 38.8 \text{ days}$$

This means Home Depot pays its suppliers in 38.8 days, on average. This is slightly longer than the typical supplier payment terms of 30 days.

Delaying payment to suppliers allows the purchasing company to increase its available cash (in other words, reduce its necessary level of cash). However, excessive delays (called “leaning on the trade”) can damage supplier relationships. Remember, the purchaser’s days payable outstanding is the seller’s days sales outstanding in accounts receivable—this means as the purchaser gains cash from delaying payment, the seller loses an equal amount. As such, if delays become excessive, sellers might increase product cost or even choose to not sell to the purchaser. In managing the days accounts payable outstanding, companies must take care to maximize available cash while minimizing supply-chain disruption.

## Cash Conversion Cycle

The cash conversion cycle is defined as:

$$\begin{aligned} & \text{Days sales outstanding (accounts receivable)} \\ & + \text{Days inventory outstanding} \\ & - \text{Days payable outstanding} \\ & = \text{Cash conversion cycle} \end{aligned}$$

Each time a company completes one cash conversion cycle, it has purchased and sold inventory (realizing sales and gross profit), and paid accounts payable and collected accounts receivable. The cycle increases cash flow (unless the sales are not-profitable). The aim is to minimize the time to complete a cycle.

Home Depot’s cash conversion cycle for the 2012–2016 period follows.

Amounts in days	2016	2015	2014	2013	2012
Days sales outstanding . . . . .	6.96	6.32	6.47	6.45	6.04
+ Days inventory outstanding . . . . .	71.70	73.74	76.55	78.49	82.88
– Days payable outstanding . . . . .	(38.76)	(38.65)	(39.29)	(38.18)	(37.87)
= Cash conversion cycle . . . . .	<u>39.90</u>	<u>41.41</u>	<u>43.73</u>	<u>46.76</u>	<u>51.05</u>

- $$\$307 \text{ million} \times \frac{1 - [1 / (1.0394)^{4.98}]}{0.0394} \times \frac{1}{(1.0394)^5}$$

**Financial Statement Adjustments** Failure to capitalize operating leases affects ratio analysis. In Step 2 above, we quantified the assets and liabilities missing from the balance sheet, as \$3,188 million. To adjust the balance sheet, we add \$3,188 million to both assets and liabilities as illustrated in Exhibit 10.3. Capitalizing the operating leases has a marked impact on Southwest's balance sheet because lease assets (airplanes and real estate) comprise a large portion of the company's net operating assets. All airline companies and many retailers have equally large off-balance-sheet assets and liabilities.

When companies report both operating and capital leases, we can use disclosures in the lease footnote to impute the average interest rate used to discount capital leases. **Southwest Airlines** reports total undiscounted minimum capital lease payments of \$435 million and a discounted value for those lease payments of \$356 million. Using Excel, we estimate the discount rate that Southwest used for its capital lease computations with the IRR function, written as “= IRR(values,guess)”, as shown in the following spreadsheet. The entries in cells B2 through G2 are taken from Southwest’s lease footnote shown earlier in this section. Cells H2 through L2 sum to \$209 million, the total lease payments due after 2020 (year 5). We assume that Southwest continues to pay \$44 million per year (the same as in 2019) with a final payment of \$33 million, until the \$209 million is used up. The spreadsheet estimates that Southwest Airlines implicitly used a discount rate of 3.94% to capitalize leases in its 2015 balance sheet.

H14													
	A	B	C	D	E	F	G	H	I	J	K	L	M
1	N	0	1	2	3	4	5	6	7	8	9	10	
2	Amount	-356	46	46	45	45	44	44	44	44	44	33	
3	IRR	3.94%											
4													
5		*Formula for cell B3 is IRR(B2:L2..1)											

## L02

Xerox Corporation  
(XRX)

## E10-34. Analyzing and Interpreting Pension and Health Care Footnote

Xerox Corporation reports the following pension and retiree health care (“Other”) footnote as part of its 10-K report.

December 31, 2015 (\$ millions)	Pension Benefits	Retiree Health
<b>Change in Benefit Obligation</b>		
Benefit obligation, January 1	\$11,855	\$ 937
Service cost	36	7
Interest cost	295	34
Plan participants' contributions	4	14
Actuarial loss	(332)	(4)
Currency exchange rate changes	(538)	(25)
Plan amendments and curtailments	(17)	(31)
Benefits paid/settlements	(638)	(77)
<b>Benefit obligation, December 31</b>	<b>\$10,665</b>	<b>\$ 855</b>
<b>Change in Plan Assets</b>		
Fair value of plan assets, January 1	\$ 9,214	\$ —
Actual return on plan assets	(89)	—
Employer contribution	309	63
Plan participants' contributions	4	14
Currency exchange rate changes	(440)	—
Benefits paid/settlements	(638)	(77)
Other	(4)	—
<b>Fair value of plan assets, December 31</b>	<b>\$ 8,356</b>	<b>\$ —</b>
<b>Net funded status at December 31</b>	<b>\$ (2,309)</b>	<b>\$(855)</b>

December 31, 2015 (\$ millions)	Pension Benefits	Retiree Health
<b>Components of Net Periodic Benefit Cost</b>		
Service cost	\$ 36	\$ 7
Interest cost	295	34
Expected return on plan assets	(376)	—
Recognized net actuarial loss	96	1
Amortization of prior service credit	2	(18)
Recognized settlement loss	89	—
Recognized curtailment gain	—	(22)
Defined benefit plans	142	2
Defined contribution plans	100	—
<b>Total net periodic cost</b>	<b>\$242</b>	<b>\$ 2</b>
<b>Other Changes in Plan Assets and Benefit Obligations Recognized in Other Comprehensive Income</b>		
Net actuarial loss	\$125	\$ (4)
Prior service credit	(16)	(32)
Amortization of net actuarial loss	(185)	(1)
Amortization of net prior service credit	(2)	18
Curtailment gain	—	22
<b>Total recognized in other comprehensive income</b>	<b>\$ (78)</b>	<b>\$ 3</b>

- Describe what is meant by *service cost* and *interest cost* (the service and interest costs appear both in the reconciliation of the PBO and in the computation of pension expense).
- What is the actual return on the pension and the health care (“Other”) plan investments in 2015? Was Xerox’s profitability impacted by this amount?

# Module 12

## Financial Statement Forecasting

### Learning Objectives

- L01** Explain the process of forecasting financial statements. (p. 12-3)
- L02** Forecast revenues and the income statement. (p. 12-6)
- L03** Forecast the balance sheet. (p. 12-9)
- L04** Adjust the forecasted cash balance. (p. 12-12)
- L05** Prepare multiyear forecasts of financial statements. (p. 12-13)
- L06** Refine forecasts with additional information. (p. 12-15)
- L07** Forecast the statement of cash flows (Appendix 12A). (p. 12-20)
- L08** Apply a parsimonious method for forecasting net operating profit and net operating assets (Appendix 12B). (p. 12-22)

**PG**

Market cap: \$225,670 mil  
Total assets: \$127,136 mil  
Revenues: \$65,299 mil  
Net income: \$10,604 mil

**Procter & Gamble (P&G)** sells a wide variety of personal care and household products in over 180 countries. In 2015, P&G reported a decline in sales and profit, not because of lower unit sales, but because of the strengthening U.S. dollar (\$US) vis-à-vis other world currencies in which P&G transacts business. Its operating cash flow, however, increased to \$14.6 billion despite the reported decline in sales.

Prior modules focus on historical financial statements—how to read and interpret financial statements and disclosures, how to analyze financial information to assess performance and financial position, and how to draw reasoned inferences about companies' financial condition and performance.

For many business decisions, historical financial statements are relevant to the extent that they help us forecast future financial performance. In this module, we explain the forecasting process, including how to forecast the income statement, the balance sheet, and the statement of cash flows.

Analysts and investors routinely forecast P&G's financial statements. Their forecasts provide critical input to financial models of the value of P&G's debt and equity securities (see our models in the debt and equity valuation modules). P&G's stock has languished since 2015 (see graph below), perhaps because investors and analysts forecast weak future growth or any number of other factors. [Source: *Procter & Gamble*, 2016 10-K]

