Assume that the firm where you work is trying to decide whether or not to build a new retail store. Your boss has asked you to check a few numbers by calculating (or setting up to calculate) the store's <u>unlevered net income</u> and <u>free cash flow</u> both <u>today</u> and <u>three years from today</u>.

The store could be built at a cost of \$15 million today, but it would be depreciated over the next few years using the 10-year MACRS class. The \$15 million would come from using \$6 million of available cash, issuing \$5 million of bonds, and issuing \$4 million of new shares of common stock. The facility would be built on land which was purchased one year ago at a cost of \$3 million. This land could be sold today for an after-tax cash flow of \$2 million. If the store is built, it would generate revenues of \$40 million a year from today and would grow at a rate of 1% per year after the first year. The cost of goods sold would equal 70% of revenues. The cost of salaries and utilities would equal \$8 million per year. The corporate tax rate equals 35% and the working capital (millions) associated with the project is as follows:

	t = 0	t = 1	t = 2	t = 3	t = 4	t = 5
Cash	0.0	0.7	0.8	1.0	1.15	1.2
Inventory	1.5	3.5	3.7	3.8	4.1	4.15
A/R	0.0	0.5	0.65	0.7	0.8	0.9
A/P	1.3	3.2	3.5	3.7	3.9	4.0

Wall Street Journal Questions are on the back of this page.