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>four years from today</u>.

The store could be built at a cost of \$45 million today, but it would be depreciated over the next few years using the 7-year MACRS class. The \$45 million would come from using \$18 million of available cash, issuing \$15 million of bonds, and issuing \$12 million of new shares of common stock. The facility would be built on land which was purchased one year ago at a cost of \$9 million. This land could be sold today for an after-tax cash flow of \$6 million. If the store is built, it would generate revenues of \$120 million a year from today and would grow at a rate of 2% per year after the first year. The cost of goods sold would equal 70% of revenues. The cost of salaries and utilities would equal \$24 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	2.1	2.4	3.0	3.45	3.6
Inventory	4.5	10.5	11.1	11.4	12.3	12.45
A/R	0.0	1.5	1.95	2.1	2.4	2.7
A/P	4.0	9.6	10.5	11.1	11.7	12.0

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