## CA-FINAL



## STRATEGIC FINANCIAL

 MANAGEMENT
## LEASING

## By GAURAV JAINN

[FCA, B.COM(HONS), CFAL2]
(More than 10 years of Practical Experience in
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## LEASING

## LOS 1 : Introduction


$>$ Leasing is an important source of medium-term financing or leasing is the process of financing the cost of an asset.
$>$ It is an arrangement under which an asset is financed and owned by one party but possessed and used by the other.

## Parties to the lease agreement:-

## 1. LESSOR:

The OWNER of the asset is known as lessor-who gives assets on lease.
2. LESSEE:

The USER of the asset is known as lessee-who takes asset on lease.
> The lease agreement details out the specified period and timing of the sequential payments to be made by the lessee to the lessor as consideration for the use of the asset. It also incorporates repayment schedule.

LOS 2: Evaluation from the Point-of-view of Lessee/ Lease or Borrow \& Buy Decision(A Financing Decision)

| Loan Option | Lease Option |
| :--- | :--- |
| Outflows | Outflows |


| Interest Net of Tax | Lease Rentals Net of Tax |
| :--- | :--- |
| Principal Repayment | Repair \& Maintenance Net of Tax |
| Expense Net of Tax |  |
| Repair \& Maintenance Net of Tax | Inflows: |
| Inflows: | Nil |
| Tax Saving on Depreciation | Calculation of Discount Rate |
| Salvage value adjusted for Tax | Kd |
| Calculation of Discount Rate | Leasing is an alternative of Loan Option |
| Kd = Interest Net of Tax $\longrightarrow$ Ke |  |
|  | Ko |
| Ke $\longrightarrow$ Present Value of outflow under Lease |  |
| Ko $\quad$ option |  |
| Present Value of outflow under Loan <br> option | Decision: Select the option which gives the least outflow. |
| Den |  |

## Adjustment No. 1

Common items under lease option and loan option can be ignored.
Exception to this rule:

1. Timing Difference.
2. If discount rate is different in both options.

## Note:

Repair and Maintenance Expenses are always borne by the user of the Asset unless otherwise specifically stated.
Insurance expenses are always borne by the owner of the Asset unless otherwise specifically stated.

## Adjustment No. 2

## Loan / Principal Repayment

1. Bullet Payment: Principal will be repaid in one shot at the end of Loan term, in this case interest is calculated for each year.
2. Principal amount of loan repayment: Interest is calculated on Balance amount.
3. Equated Annual Installments: It includes Interest and Principal both.

## Adjustment No. 3 : Equated Annual Installment (EAI)

## (When installment is paid at the end of each year)

Step1: Equated annual loan repayment inclusive of interest (paid at the end of each year)

$$
\mathrm{EAI}=\frac{\text { Amount of loan }}{\operatorname{PVAF}(\mathbf{r} \%, \mathrm{n} \text { years })}
$$

Where,
$\mathrm{r} \%=$ rate of interest before Tax (Charged by bank)
$\mathrm{n}=$ Period of Loan
Step 2: Calculate Principal Repayment amount and interest amount from the total equated Annual Installment
Step 3: Calculate Interest Net of Tax.

## When installment is paid from beginning of each year/ annuity due

$$
\mathrm{EAI}=\frac{\text { Amount of Loan }}{1+\text { PVAF }(\mathbf{r} \%(\mathbf{n}-1) \text { years })}
$$

* If silent, we will assume those rentals are paid at the end of each year.


## LOS 3: Evaluation from the point of view of Lessor (Investment Decision)

Decision: "Whether to purchase asset and give asset on lease rent or Not"
Step 1: Calculate all cash inflows and all cash outflows of lessor. TABLE

## Inflows of Lessor:

(i) Lease Rent received net of Tax.

## Out Flows for Lessor:

Cost of Asset Purchased
(ii) Tax Savings on Depreciation.
(iii) Salvage Value adjusted for Tax.

Step 2: Compute a suitable Discount Rate.
$\mathrm{K}_{0}=$ Cost of Capital
Or
$\mathrm{K}_{0}=\mathrm{WACC}=\mathrm{K}_{\mathrm{e}} \mathrm{W}_{\mathrm{e}}+\mathrm{K}_{\mathrm{d}} \mathrm{W}_{\mathrm{d}}+\mathrm{K}_{\mathrm{r}} \mathrm{W}_{\mathrm{r}}+\mathrm{K}_{\mathrm{p}} \mathrm{W}_{\mathrm{p}}$
Step 3: Compute NPV (Net Present Value)
Decision: If NPV is Positive, lessor should lease the asset.

## LOS 4: Treatment of Depreciation

$>$ Depreciation is always charged by the owner of the Asset.
$>$ In case of Loan Option, depreciation is charged by borrower.
$>$ Depreciation is a non-cash item, it should not be considered while calculating cash flows.
$>$ Tax savings on depreciation should be taken as cash inflows.

## Tax Saving on Depreciation $=$ Depreciation Amount $\times$ Tax Rate

## Methods of Depreciation:

1. Straight- line Depreciation Method:

Straight-line depreciation allocates an equal amount of depreciation each year over the asset's useful life.

$$
\text { Depreciation p.a. }=\frac{\text { Original Cost }- \text { Salvage Value } / \text { Residual Value }}{\text { Life of the asset }}
$$

## Note:

If question is silent, always use straight-line method of depreciation.
2. Written-down value Depreciation Method:-

## WDV Depreciation $=$ [Cost - Accumulated Depreciation $] \times \%$ of Depreciation

## Note:

## If Rate of Depreciation is given use WDV Method

* We recognize more depreciation expense in early years of the asset's life and less depreciation expense in the later years of life.

3. Sum of Years Digit Method of Depreciation:-

## Example:

Cost of Asset $=100$
Life $\quad=5$ Years
Salvage Value = 10
Calculate Depreciation.

## Solution:

Amount to be depreciated $=100-10 \rightarrow 90$

Life

$$
=5 \text { years }
$$

Sum

$$
=1+2+3+4+5=15
$$

Years
1
2
$3 \quad 90 \times 3 / 15=18$
$4 \quad 90 \times 2 / 15=12$
5

Depreciation

$$
90 \times 5 / 15=30
$$

$$
90 \times 4 / 15=24
$$

$$
90 \times 2 / 15=12
$$

$$
90 \times 1 / 15=6
$$

LOS 5: Treatment of Salvage Value Adjusted for tax - (WDV Depreciation)

1. In Case of Profit
= Salvage Value - Tax Paid on Profit on Sale
2. In Case of Loss
= Salvage Value + Tax Saved on Loss on Sale

## Example A (In case of Profit):

Cost of Asset
WDV Dep.
Life
Tax@
1,00,000
10\%

Salvage Value -
Salvage Value
5 Years

Calculate Cash inflows \& outflows for each year.

## Solution:

| Year | Cash flows <br> 0 |
| :--- | :--- |
| 1 | $(1,00,000)$ |
| 1 | +5000 |


| 2 | +4500 |
| :--- | :--- |
| 3 | +4050 |
| 4 | +3645 |
| 5 | $+3281+(70,000-5476)=67,805$ |

1. Calculation of Depreciation:

| Year | Opening Balance | WDV@10\% | Closing Balance |
| :--- | :--- | :--- | :--- |
| 1 | 100000 | 10000 | 90000 |
| 2 | 90000 | 9000 | 81000 |
| 3 | 81000 | 8100 | 72900 |
| 4 | 72900 | 7290 | 65610 |
| 5 | 65610 | 6561 | 59049 |

2. Calculation of Profit \& Loss on Sale of Asset:

Original Cost 1,00,000
Less: Depreciation till date 40,951
WDV
59,049
Less: Salvage Value
Profit on sale
70,000 10,951

Tax Payment on Profit on Sale of Asset @ 50\%
5,476
Calculation of Salvage value Adjusted for $\operatorname{tax}=70000-5476=64524$
Example B (In case of Loss):
If Salvage Value is $\mathbf{3 5 , 0 0 0}$
Solution:

| Year | Cash Flows |
| :--- | :--- |
| 0 | $(100000)$ |
| 1 | +5000 |
| 2 | +4500 |
| 3 | +4050 |
| 4 | +3645 |
| 5 | $+3280.50+(35000+12024.50)=50305$ |

3. Calculation of Profit $\&$ Loss on Sale of Asset:

Original Cost
Less: Depreciation till date
WDV
Less: Salvage Value
Loss on sale
Tax Saving on Loss on Sale of Asset @ 50\%

1,00,000
40,951
59,049
35,000
24,049
12,024.50

## LOS 6 : Treatment of Salvage Value Adjusted for tax - (SLM Depreciation)

## Example:

Cost of Asset $\quad 1,00,000$
SLM Depreciation
Life
5 Years
Tax @
50\%
Salvage Value 20,000
Calculate Cash inflows \& outflows for each year.
Solution:

| Year | Cash flows |
| :--- | :--- |
| 0 | $(1,00,000)$ |
| 1 | +8000 |
| 2 | +8000 |
| 3 | +8000 |
| 4 | +8000 |
| 5 | $+8000+(20,000 \pm 0)=28,000$ |

## Working Note

## 1. Calculation of Depreciation:

Depreciation p.a $=\frac{1,00,000-20,000}{5}=16,000$ p.a
2. Calculation of Profit \& Loss on Sale of Asset:

Original Cost 1,00,000
Less: Depreciation till date $\underline{\underline{80,000}}$
WDV $\quad \underline{20,000}$
Less: Salvage Value
20,000
Profit on sale
0

## Note:

When SLM method is used, Salvage Value should not be adjusted for tax purpose, we only considered SV as inflow unless there is a adjustment related to SV.

## Confusion regarding SV

1. If question states that Profit/Loss on sale of assets should be ignored then no need to adjust SV for Tax purpose.
2. Use words like "Net SV" then no need to adjust SV for Tax purpose.
3. If SV is not given in the question then do not assume $\mathrm{SV}=0$, accordingly no adjustment of SV .

## LOS 7: Treatment of Tax

$>$ Cash inflows \& Cash outflows should be taken Net of Tax provided cash inflows \& outflows are part of the profit \& loss account (Tax Saving or Tax Paid only on revenue items not on Capital items).
$>$ Tax savings should be taken as cash inflows like tax savings on depreciation, tax savings due to loss on sale of asset.
> Treatment of Tax when Cash inflow \& Cash outflow arises from the Beginning of each year.

## Example:

Training expense incurred at the beginning of the Year 1 or in Year 0 ₹10, 000. Tax Rate@40\%. Calculate Inflow \& outflow for each year.

## Solution:

Alternative 1 (Adjust Tax in year 0 itself):
Year Cash Flow
0
$-10,000+4,000=(-) 6,000$
$1 \quad \mathrm{Nil}$

Alternative 2: (Preferred by CA Institute) (Adjust Tax at year end 1):

| Year | Cash Flow |
| :--- | :--- |
| 0 | $-10,000$ |
| 1 | $+4,000$ |

## Note:

There will be difference in answer under both alternatives.

## LOS 8: Break-even lease rentals

Break-even lease rentals are those rentals at which:
PV of outflow under Loan Option = PV of outflow under Lease Option

## LOS 9: IRR Technique / Implied Interest Cost of Lease for Lessor

$>$ When discount rate is missing in the question, we use IRR technique.
$>$ IRR is the Discount at which NPV is Zero.
$>$ IRR is the discount rate at which PV of inflows $=P V$ of Outflows

$$
\begin{aligned}
& @ N P V \text { +ve } \\
& \text { @NPV -ve }
\end{aligned}
$$

$I R R=$ Lower Rate $+\left[\frac{\text { Lower rate NPV }}{\text { Lower Rate NPV-Higher rate NPV }}\right] \times$ Difference in Rate $[H R-L R]$

## Break Even Lease Rentals (From the point of view of LESSOR)

## PV of Inflow = PV of Output

## PV of Lease Rentals Net of Tax

(+)
PV of Tax Savings on Depreciation = Cost of Asset
(+)
PV of SV Adjusted for Tax
(-)
PV of Expense Net of Tax

## LOS 10 : Concept of Block of Assets

- Block of Assets means a group of assets falling within a particular class of assets.
- No depreciation shall be charged in the year in which asset is sold.
- Tax Benefit/Loss on Short Term Capital Loss/Gain shall be calculated on previous year WDV.


## LOS 11: Different Plans under lease Rentals

Different plans are offered by lessor to lessee. Some of these are follows:

1. Equal Annual Lease Plans

In this plan, equal amount of lease rentals are paid every year.
2. Stepped-up lease plan

Under this plan lease rentals are increased by a particular percentage every year.
3. Deferred Payment Plan

Under this, lease rentals are deferred for some year (i.e. not paid for few years) and after that it will be paid according to the terms of the contract.
4. Ballooned Payment plan

Under this plan, low amount lease rentals are paid for few years
At the end of the lease term, a huge amount is paid which is known as Ballooned Payment.

## LOS 12: Net Advantage of Leasing (NAL)

$>$ NAL is the Net Advantage/ Net Benefit of Leasing over \& above the loan/ purchase option.

## NAL = PV of Outflow under Loan Option

(-)
PV of Outflow under Lease Option
$>$ If NAL is positive $\rightarrow$ lease should be preferred, otherwise purchase (loan option) should be preferred.

## LOS 13 : Treatment of Subsidy for charging Depreciation.

## Alternative 1 (Preferred by CA Institute)

Claim Depreciation on the full cost of asset.

## Alternative 2

Claim Depreciation on Net Amount of Asset

## LOS 14: Evaluation of quotation from two or more Lessor

- When Quotations are received from two or more lessor, lessee should select the quotation which gives least outflows.
- When life of two proposals/quotes are not same, we will take decision based on equated annual annuity(EAA)

$$
E A A=\frac{P V \text { of Outflow or PV of Inflow or } N P V}{P V A F ~ @ r \%, \text { n years }}
$$

## LOS 15: Calculation of Cost of Asset/ Amount of Loan

## Example:

Equate Annual Installment = ₹ 2,65,000
Life 5 years, Interest Rate $=14 \%$.
Payment starts from the beginning of each year.
Calculate Cost of Asset?

## Solution:

$2,65,000=\frac{\text { Cost of Asset }}{1+\text { PVAF (14 \% (5-1)years) }}$
Cost of Asset $=2,65,000 \times 3.9137=10,37,130$

## LOS 16: Sales \& Lease back Agreement

$>$ If you own an asset, you can sell it to a leasing company and take the asset back for use under a leasing arrangement. This is referred to as "Sales \& Lease Back"
$>$ The main advantage is that it releases cash from the sale of asset that can be put to alternate use without giving up the benefits that flow from the existing asset.

## LOS 17: Confusing regarding Discount Rate

## Lessee \& Borrower

$\mathrm{K}_{d}=$ Interest (1-Tax), even if cost of capital is separately given in the question.

## Lessor

$\mathrm{K}_{0}=$ Cost of Capital / Discount Rate / Desire Rate of Return / Target rate of return

## Note:

$\mathrm{K}_{0}, \mathrm{~K}_{\mathrm{d}}$, discount rate \& Desire rate of return given in the question are always Net of Tax.
Exception to these rules:

- If discount rate is separately given in the question.


## E.g 1: Borrow Vs. Lease



Discount Rate @ 18\%
If PVF table is given in the question for single discount rate.
E.g 2 : Borrow Vs. Lease


PVF Table @ 18\%



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