

Modeling Investment Decision under Uncertainties in Indian Electricity Sector



सिद्धिपूर्व प्रबन्धनम्
भा. प्र. सं. इन्दौर
IIM INDORE

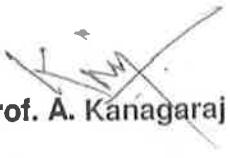
A Thesis Submitted in Partial Fulfillment of the Requirements for
the Fellow Programme in Management

**Indian Institute of Management
Indore**

By
Neeta Nagar

Submitted in
March 2012

Thesis Advisory Committee:


Prof. A. Kanagaraj

(Chair)


Prof. Satyam Shivam Sundaram

(Member)


Prof. Vaibhav Bhamoriya

(Member)

Abstract

Traditional investment theories have shown limitations in assessing the role of uncertainty, irreversibility and timing of any large and complex investments. This thesis attempts to build a comprehensive investment decision framework that can investigate the uncertainties influencing any investment. The model evaluates the effect of these uncertainties by incorporating the value of waiting for such irreversible investments. While the context used for this thesis is electricity generation investments in Indian Electricity Sector, the purpose is not to make any predictions specific to this context. The purpose of this thesis is to build a financial valuation framework using real option theory that can be used for investment decision making. The first part of this research takes a structured approach for qualitative analysis of the uncertainties based on standard typology, which identifies key uncertainties in the form of cash flow variables. The second part of this thesis uses real option modeling framework to quantify the impact of these uncertainties in the form uncertainty premium. This uncertainty premium is the additional cost that an investment decision maker has to take into account in order to make the investment at present instead of delaying it. It calculates the uncertainty premium in the form of electricity price per unit over and above the baseline wholesale electricity price calculated under deterministic assumptions.

The model gives a common view of uncertainties to all the stakeholders in any given investment environment. For a firm, this model can improve the predictability of investment decision by giving a futuristic view of the uncertainties. This analysis can also guide the policy makers to provide a reliable policy environment. The insights gained from the methodology adopted in this thesis in the form of real option model have important implications for other sectors and investment theory in general.

Key Words: Real Option, Uncertainties, Electricity Generation, Investment Decision, Monte Carlo Simulation

Table of Contents

Chapter 1 : Introduction	10
1.1 Research Context and Motivation	10
1.2 Uncertainty in Electricity Generation Investments.....	12
1.3 Type of Uncertainties.....	13
1.3.1 The Complex Interaction.....	14
1.4 Investment Decision under Uncertainty	15
1.5 Electricity Sector in India.....	15
1.5.1 Change in Market Structure.....	16
1.5.2 Key Challenges	17
1.6 Research Objective	22
1.7 Research Questions	23
1.8 Scope.....	23
1.9 Research Outline.....	24
Chapter 2 – Literature Review	26
2.1 Introduction	26
2.2 Corporate Investment Decisions.....	27
2.2.1 Traditional Investment Theories	27
2.2.2 Role of uncertainty in investments.....	28
2.3 Uncertainty	29
2.3.1 Nature of Uncertainty	30
2.3.2 Levels of Uncertainty	30
2.3.3 Types of Uncertainty.....	31
2.3.4 Uncertainty Mapping	32
2.4 Treatment of Uncertainty in Investments	33
2.4.1 Real Option Theory	33
2.4.2 Real Option Terminology	34
2.4.3 Types of Real Option	35
2.4.4 Approaches to Modeling.....	36
2.4.5 Modeling uncertainty in Real Option framework.....	37
2.4.6 Numerical Techniques	39
2.4.7 Least Squares Monte Carlo Simulation.....	40
2.4.8 Applying Real Option Framework	41
2.4.9 Applying Real Option Framework	42
2.5 Investments Decisions in Electricity Generation	43
2.5.1 The Role of Uncertainty	43
2.5.2 Traditional Valuation Methods	45
2.5.3 Real Option Modeling in Generation Investment Decisions.....	46
2.5.4 Modeling Stochastic Process	48
2.5.5 Electricity Price Process	48
2.6 Investments Decision in Electricity Generation in India	51
2.7 Research Gaps.....	53
Chapter 3 – Methodology	55

3.1 Introduction	55
3.2 Uncertainty Analysis	56
3.2.1 Qualitative Analysis of the sector	58
3.2.2 Uncertainty typology	59
3.2.3 Investment – Uncertainty Mapping	61
3.2.4 Deterministic NPV Analysis	62
3.3 Sensitivity Analysis	62
3.4 The Model	63
3.4.1 Base Specifications.....	64
3.4.2 Deterministic NPV	66
3.4.3 Stochastic Processes Modeling.....	66
3.4.4 Real Option Modeling	69
3.4.5 LSMC Simulation Process	73
3.5 Analysis of Simulation Results.....	74
3.5.1 Scenario Development.....	75
3.5.2 Sensitivity Analysis	75
3.6 Conclusion.....	75
Chapter 4 - Uncertainties	76
4.1 Introduction	76
4.2 Price Uncertainty	76
4.2.1 Behavior of Electricity Price in India	77
4.2.2 Selling Mechanism	78
4.2.3 Volume of markets.....	84
4.2.4 Policy Scenario	85
4.3 Fuel Availability	86
4.3.1 Coal availability	87
4.3.2 Gas availability	89
4.3.3 Policy Scenario	91
4.4 Fuel Pricing.....	92
4.4.1 Coal Pricing.....	92
4.4.2 Gas Pricing.....	98
4.4.3 Impact on Cost of Generation.....	100
4.4.4 Policy Scenario	101
4.5 Thermal Generation Technologies in India.....	102
4.5.1 Coal Based Generation Technology	102
4.5.2 Gas Based Generation Technology	105
4.5.3 Policy Scenario	105
4.6 Renewable Technologies	106
4.6.1 Solar PV base generation	107
4.6.2 Solar Thermal.....	112
4.6.3 Wind Power.....	116
4.6.4 Policy Scenario in Renewable Based Generation.....	121
4.7 Performance of DISCOMs	122
4.7.1 Policy Scenario	124
4.8 Financing Uncertainties	124
4.9 Climate Change Uncertainty	125

4.9.1 CO ₂ emission impact	125
4.9.2 Emission Reduction Mechanisms.....	126
4.10 Investment - Uncertainty Mapping.....	127
4.10.1 Analysis based on Uncertainty Typology	127
4.10.2 Investment Uncertainty Mapping.....	131
4.11 Conclusion.....	133
Chapter 5 - Data Assumptions	134
5.1 Introduction	134
5.2 Thermal Generation.....	134
5.2.1 Thermal Coal	135
5.2.3 Renewable Based Generation.....	139
5.4 Sensitivity Analysis	142
5.4.1 Thermal Coal	142
5.4.2 Thermal Gas	143
5.4.3 Renewable Based Generation.....	144
5.5 Key Uncertainties in Generation Investments.....	144
5.5.1 Thermal Generation.....	145
5.5.2 Uncertainties in Renewable based Generation Investments	146
5.6 Real Option Simulation Plan	147
5.6.1 Thermal Based Investments.....	147
5.6.2 Renewable Based Investments	148
5.7 Conclusion.....	148
Chapter 6 – Analysis for Thermal Generation.....	149
6.1 Introduction	149
6.2 Analysis – Thermal Coal	149
6.2.1 Results.....	150
6.2.2 Analysis	151
6.2.3 Deterministic Scenario	152
6.2.4 Impact of Uncertainty	154
6.2.5 Impact of price process variance	163
6.2.6 Impact of fuel quality variation.....	166
6.3 Analysis – Thermal Gas	168
6.4 Conclusion.....	169
Chapter 7 – Analysis for Renewable Generation.....	170
7.1 Introduction	170
7.2 Analysis	170
7.2.1 Deterministic Scenario	172
7.2.2 Impact of Prlce uncertainty.....	173
7.2.3 Impact of technical uncertainty	175
7.2.4 Impact of Technological Uncertainty	176
7.2.5 Impact of price process variance	183
7.3 Conclusion.....	184
Chapter 8 – Conclusion and Contributions	186
8.1 Uncertainty Analysis	187

8.2 The Real Option based Approach	189
8.2.1 Firm's Decisions	191
8.2.2 Insights for Policy Makers	192
8.3 Usability and Applicability of the Model.....	193
8.4 Contributions	194
8.5 Scope for Future Research	196
Appendix A – Common Acronyms	197
Appendix B – Examples of Stochastic Processes.....	198
A-1 Geometric Brownian Motion (GBM)	198
A-2 Geometric Mean Reverting Process	199
A-3 Mean Reverting Proportional Volatility (MRPV) Process	200
References	201

List of Tables

Table 1-1 : Growth in Installed Capacity within Sectors	17
Table 1-2 : Growth in Installed Capacity - Technology wise	18
Table 1-3 : Generation Mix - Sector wise.....	21
Table 2-1 : Types of Uncertainties	31
Table 2-2 : The Analogy to Financial Option	34
Table 2-3 : Type of Real Options	36
Table 2-4 : Numerical Techniques.....	39
Table 2-5 : Uncertainties affecting Investment Decision in Electricity Generation	44
Table 2-6 : Methods of valuing investments.....	45
Table 2-7 : Real Option Studies for Electricity Generation Investments under uncertainty	47
Table 2-8 : Application of Electricity Price models	50
Table 2-9 : Summary of Research Gaps	54
Table 3-1 : Uncertainty Typology	60
Table 3-2 : Investment - Uncertainty Mapping.....	62
Table 4-1 : Domestic Coal Prices based on quality	93
Table 4-2 : Coal Transportation Coals by Rail	93
Table 4-3 : Imported Coal Prices based on Source and Quality.....	94
Table 4-4 : Price Mechanism of Domestic Natural Gas based on Source	98
Table 4-5 : Technology Options for Coal Based Generation in India	104
Table 4-6 : Technology Options in Solar PV Generation	108
Table 4-7 : Technology Options in Solar Thermal Generation.....	113
Table 4-8 : Key Policies and Initiatives for Renewable Generation	121
Table 4-9 : Uncertainty Typology Analysis for Thermal Coal Generation	128
Table 4-10 : Uncertainty Typology analysis for Thermal Gas Generation	129
Table 4-11 : Uncertainty Typology Analysis for Renewable Generation	130
Table 4-12 : Investment Uncertainty Mapping	132
Table 5-1 : Thermal Coal Plant - Baseline Technical Assumptions.....	136
Table 5-2 : Thermal Coal Plant - Baseline Financial Assumptions.....	137
Table 5-3 : Thermal Gas Plant - Baseline Specifications	138
Table 5-4 : Solar PV Plant - Base Specifications	140

Table 5-5 : Solar Thermal Plant - Base Specifications	140
Table 5-6 : Wind Power Plant - Base Specifications.....	141
Table 5-7 : Key Uncertainties in Thermal Generation Investment	145
Table 5-8 : Key Uncertainties in Renewable Investment	146
Table 5-9 Real Option Simulation Plan for Thermal Generation Investments	147
Table 5-10 : Real Option Simulation Plan for Renewable Generation Investments	148
Table 6-1 : Thermal Coal - Real Option Model Results	151
Table 6-2 : Simulation Results for Thermal Gas generation	168
Table 7-1 : Solar Thermal – Real Option Simulation Results.....	171
Table 8-1 : Investment Uncertainty Mapping.....	188
Table 8-2 : Key Uncertainty Variables.....	188
Table 8-3 : Optimal Decisions based on the model	191
Table A-1 : Input parameters for GBM	198
Table A-2 : Input Parameters for Geometric MR Process.....	199
Table A-3 : Input Parameters for MRPV process	200

List of Figures

Figure 1-1 : Complexity in Investment Environment with Uncertainties	14
Figure 1-2 : Investment Framework under Uncertainties	15
Figure 1-3 : Generation Mix	18
Figure 1-4 : Demand-Supply Gap	19
Figure 1-5 : Fulfillment of 5-Year Plan Targets.....	20
Figure 2-1 : Streams of Literature	26
Figure 2-2 : Graphical Representation of Real Option.....	34
Figure 2-3 : Real Option Valuation Process.....	42
Figure 3-1 : Methodology Framework	55
Figure 3-2 : Influences on Electricity Generation Investment	57
Figure 3-3 : Structured Approach to analyze uncertainties.....	58
Figure 3-4 : Dimensions of Uncertainty	60
Figure 3-5: NPV Process Flow	61
Figure 3-6 : Model Process Flow.....	64
Figure 3-7 : Sample of Technical Specifications.....	65
Figure 3-8 : Sample of Financial Specifications.....	65
Figure 3-12 : Screen for Stochastic Process Module.....	69
Figure 3-13 : Optimal Investment Point for Electricity Generation Investment.....	70
Figure 3-14 : Real Option Simulation Process Flow	72
Figure 4-1: Trend of sale per unit of generation firms.....	79
Figure 4-2 : Levellized Tariff under Competitive Bidding.....	80
Figure 4-3 : Yearly Trend in Short-term market prices	83
Figure 4-4 : Monthly Trend of Short-term market prices	83
Figure 4-5 : Weekly Movement of Exchange Based Price.....	84
Figure 4-6 : Coal Demand - Supply Gap	87
Figure 4-7 : Trend on Growth of Domestic Production of Coal	88
Figure 4-8 : Trend of Domestic Gas Production in India	89
Figure 4-9 : Gas Demand - Supply forecast.....	90
Figure 4-10 : Trend of Landed Price of Imported Coal.....	94
Figure 4-11 : Trend of Australian Coal Price	95

Figure 4-12 : Utility wise target of imported coal in 2011-12.....	96
Figure 4-13 : Trend of % increase of e-Auction Price over Notified Price	97
Figure 4-14: Share of gas (in mmscmd, %) based on source	99
Figure 4-15 : Spot price of natural gas in Global Markets	100
Figure 4-16 : Impact of fuel prices on PPA based price	101
Figure 4-17: Growth of Renewable Based Generation Installed Capacity.....	107
Figure 4-18 : Growth of Solar PV based Generation Installed Capacity	108
Figure 4-19 : Capital Cost Break Up of Solar PV (Rs. Crores per MW)	109
Figure 4-20 : Trend of Global Solar PV Module Price.....	109
Figure 4-21 : Trend of Global Silicon price in Solar PV Industry	110
Figure 4-22 : Trend of Benchmark Capital Cost in India	110
Figure 4-23 : Trend of tariffs in Solar PV.....	111
Figure 4-24 : Growth of Solar Thermal Generation Capacity.....	112
Figure 4-25 : Investment Cost Split for Solar Thermal Plant.....	114
Figure 4-26 : Solar Thermal - Benchmark Capital Costs in India (CERC)	115
Figure 4-27 : Solar Thermal Levellised Tariff (CERC)	115
Figure 4-28 : Tariff Range of Solar Thermal Bids in India.....	116
Figure 4-29: Wind Power - Cumulative growth of Installed Capacity (MW)	117
Figure 4-30 : Capital Cost breakup for Wind based Installation	118
Figure 4-31 : Average Turbine Installation Price (\$ / kw)	119
Figure 4-32 : Wind Power Capital Cost benchmark	119
Figure 4-33 : Major Exposures in Power Sector as of March, 2011.....	124
Figure 5-1 : Sensitivity of Variables to Deterministic NPV	142
Figure 5-2 : Sensitivity of Variables to Deterministic NPV for Thermal Gas	143
Figure 5-3 : Sensitivity of variables to Deterministic NPV for Solar PV.....	144
Figure 6-1 : Real Option Value in deterministic scenario	152
Figure 6-2 : Levellised Tariffs under determinlnistic scenario	153
Figure 6-3 : Cost of Supply to DISCOMs for Coal Generation	154
Figure 6-4 : Real Option Value with uncertainty.....	155
Figure 6-5 : Impact of Price Uncertainty	156
Figure 6-6 : Impact of coal price uncertainty	158
Figure 6-7 : Impact of high fuel price	160
Figure 6-8 : Impact of uncertainties in different scenarios.....	161
Figure 6-9 : Uncertainty Premium under different scenarios of uncertainty	162
Figure 6-10 : Impact of uncertainty for different price processes.....	164
Figure 6-11 : Premium on Tariffs against different price processes	165
Figure 6-12 : Levellized tariff for domestic and imported coal.....	166
Figure 6-13 : Advantage on Uncertainty Premium due to Imported Coal.....	167
Figure 7-1 : Comparison of model results with CERC benchmark	172
Figure 7-2 : Impact of Price Uncertainty	174
Figure 7-3 : Impact of technological uncertainty.....	178
Figure 7-4 : Impact of Price Uncertainty under Technological Uncertainty	179
Figure 7-5 : Uncertainty Premium under different scenario of uncertainty.....	180
Figure 7-6 : Impact of change in mean arrival rate of technological change	182
Figure 7-7 : Impact of change in magnitude of change of technological improvements	183
Figure 7-8 : Comparison across price processes with price and technological uncertainty.....	184
Figure 8-1 : The value of real option.....	189
Figure A-1 : A representation of GBM process	198
Figure A-2 : A representation of Geometric O-U process	199
Figure A-3 : A representation of MRPV process	200