Process Technology and Economics-1 Module-5

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Profitability Measures or Indexes

- Gross profit(GP)=Sales income(S)—Total product cost (TPC)
- Income tax (IT)=Gross profit(GP)× Fractional tax rate (φ)
- Net Profit (NP)= Gross profit(GP) Income tax (IT)=G(1- φ)
- Cash flow (A)=Net Profit (NP)+Depreciation=NP+d

1) Rate of return on investment (ROR) =
$$\frac{\text{Profit (GP or NP)}}{\text{Total captial Investment}} \times 100$$
or
$$= \frac{\text{Cash flow (A)}}{\text{Total captial Investment}} \times 100$$

2) Discounted cash flow rate of return based on full-life performance



• Total present value= \sum Present value of the cash flow

$$= \frac{A_1}{(1+i)} + \frac{A_2}{(1+i)^2} + \frac{A_3}{(1+i)^3} + \frac{A_4}{(1+i)^4} + \cdots + \frac{A_n}{(1+i)^n} = \sum_{i=0}^{n} \frac{A_n}{(1+i)^n} = 0$$

- Where i=i_{DCF}, Discounted cash flow rate of return
- Higher is **i**_{DCF}better is the investment for profitability.

At *i=i*_{DCF} Total present value=0;

This rate of return represents the after-tax interest rate at which the investment is repaid by proceeds from the project. It is also the maximum after-tax interest rate at which funds could be borrowed for the investment and just *break even* at the end of the service life.

-AO AI A2 A3 A4 it can be the or - ve AG = Total capital the project muestment instial in vestment / Borrowed =-20,00000 RS/ - Ao + A1 + A2 + (1+1)3+ + An = 0 At discounted cosh flow rate of return, incf, Total present worth = 0 nonlinior Net present worth investment) aviailable interest Profitable. if i > ipet LI+S < AO not profitable. to will be just - IDEF break-even or paid by the net cosh Flow (present value) 1- i pet . Ab = Total capital investment Total present value (1-n) = 1 Ao = E An = total value

Problem

- Consider the case of a proposed project for which the following data apply:
- *Initial fixed-capital investment* = \$100,000
- Working-capital investment = \$10,000

Initial investment=(Fixed + Working) Capital investment =110,000

- *Service life* = 5 years
- *Salvage value* at end of service life = \$10,000

Trial 1

Trial 2

Year	income minus all co	cash flow to project based on total osts except depreciation, S end-of-year situation)	Present value i=0.15	Present value i=0.175
0	-110,000		-110,000	-110,000
1	30,000		26086.96	25531.91
2	31,000		23440.45	22453.6
3	36,000		23670.58	22191.61
4	40,000		22870.13	20984.98
5	43,000		21378.6	19199.02
Total			117446.7	110361.1
		Ratio=Total present value/Initial investment		=110361.1/110,00 =1.003

Year	income minus all	x cash flow to project based on total costs except depreciation, S s end-of-year situation)	Present value i=0.15	Present value i=0.175
0	-110,000		-110,000	-110,000
1	30,000		26086.96	25531.91
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3	36,000		23670.58	22191.61
4	40,000		22870.13	20984.98
5	43,000		21378.6	19199.02
al	T		117446.7	110361.1
		Ratio=Total present value/Initial investment	=117446.7/110,000 =1.067	=110361.1/110,00 =1.003

Trial 1

Trial 2

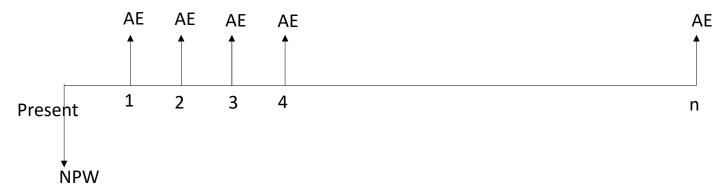
This rate of return represents the after-tax interest rate at which the investment is repaid by proceeds from the project. It is also the maximum after-tax interest rate at which funds could be borrowed for the investment and just *break even* at the end of the service life.

3) Net present worth

- This index gives the rate of return which includes the profit on the project, payoff of the investment, and normal interest on the investment, substitutes the cost of capital at an interest rate *i*for the discounted-cash-flow rate of return
- NPW= $\sum Present\ value\ of\ cash\ flow-TCI$
- NPW= $\sum_{0}^{n} \frac{A_{j}}{(1+i)^{j}} TCI$

4) Annual equivalent amount

 It is a hypothetical annuity with uniform annual payment amount equal to AE whose sum of present value is equal to NPW.



•
$$AE = NPW\left[\frac{i(1+i)^n}{(1+i)^n-1}\right]$$

- 4) Payout or payback period (PB)
- $PB = \frac{Depriciable\ fixed\ capital\ investment(FCI)}{Average\ cash\ flow\ per\ year(NP+d)} =$
- $= \underbrace{Depriciable\ FCI + interest\ rate\ on\ to atal\ capital\ investment(TCI)}_{}$

Average cash flow per year(NP+d)

• =
$$\frac{F_x + d + TCI(1+i)^n - TCI}{Average \ cash \ flow \ per \ year(NP+d)}$$

•
$$A_{avg} = \left[\sum_{1}^{n} \frac{A_{j}}{(1+i)^{j}}\right] \left[\frac{i(1+i)^{n}}{(1+i)^{n}-1}\right]$$

- 5) Capitalized cost K
- $K=K_{FCI}+K_{AOP}$

Capitalized cost of Investment It is depined as the original cost of the equipment plus the present value of the renewable perpetuity. [It refers to the present worth of each plan. > perpetuity is an annuity in which periodic payments continue indefinitely. Example given, operating cost of an equipment. Cv = current or present value of a piece Cs = Salvage value of the equipment at end of service life. n = service like of the equipment.

IF a p sow amount is invested. For n
year. The end of At the end of In year

CR. (Replacement cost) will be paid from

the interest. Jained.

P(1+i)^M - P = CR.

P = CR [This amount
is present worth that will be invested].

K = Capitalized cost.

Capitalized cost K = Cv + CR (1+i)^n-1. = Original cost + Present worth.
of the property. Problem (1) For a installed equipment Currentvalue Cv = \$ 12,000. solvage value, Cs = \$ 2000 Service Life n = 10 years.

i = 0.06 (6% compounded yearly). or scrap 11 , What is the capitalized cost of the equipment? Requipment (1+0.06)10-1 K=\$12,644.63 .

It is noted that equipent having lower capitalized cost is prepertable. Equipment A Equipment B MA Cservice like) - -CVA (current value) CVB CSA: (salvage value)_ AA in (Interest rate). A OPA (connual operating expenses)

Aroblem 2	A L A A A	9 -100 1991
parels of	Reactor A	Reactor B
Initial + installation cost ->	\$ 25,000	\$ 15,000
uniform endox year	\$ 2000	\$ 4,000
overhaul, end of 3rd year)		\$ 3,500
Salvagevale	\$ 3000	A8 0 N
Service like	4 years	6 ppars.

Intrest rate for the both choices is 8% compounding yearly.

Capitalized cost estimation for reactor A

Present value of perpetuity)

$$C_{R} = C_{V} - C_{Salvage}$$

$$P = C_{V} - C_{Salvage}$$

$$P = C_{V} - C_{Salvage}$$

$$P = C_{V} - C_{Salvage}$$

$$C_{V} - C_{V} - C_{Salvage}$$

$$C_{V} - C_{V} - C_{V}$$

$$C_{V} - C_{V}$$

B:
$$C_{V}^{B} = 15,000 + 4,000 \int (1.08)^{6} - 1 \int 0.08 (1.08)^{6}$$
 $C_{V}^{B} = 36,270$
 $C_{V}^{B} = 36,270 + \frac{36,270 - 0}{(1.08)^{6} - 1}$

Capitalized cost estimation for reactor B

 $C_{V}^{B} = 36,270 + \frac{36,270 - 0}{(1.08)^{6} - 1}$

Capitalized cost estimation for reactor B

 $C_{V}^{B} = 36,270 + \frac{36,270 - 0}{(1.08)^{6} - 1}$

Capitalized cost estimation for reactor B

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Capitalized cost estimation for reactor B

 $C_{V}^{B} = 36,270 + \frac{36,270 - 0}{(1.08)^{6} - 1}$

Alternative method

```
Reader B
                                              Reactor A
   Problem on capitalized east
                                                                    $ 15,000
       initial + installation cost -> $ 25,000
                                                                   $ 4,000
       Annual maintenance cost -> $ 2,000
                                                                   $ 3,500
    overhaul, eend of 3rd year -> $ 0
      Salvage value -> $3000
                                                                    $ 0
                                                                   6 pears.
      interest rate - - -
                                                                    2 %
    which one is more profitable ?
   Capitalized cost of reactor A, KA = Kreador A + Kapperation, A
 \frac{\partial e^{-i}}{\partial x} = \left[ \frac{C_V + \frac{C_V - C_B}{(1+i)^n - 1}}{(1+i)^n - 1} \right] \operatorname{reactor}_A + \left[ \frac{A}{i} \frac{(1+i)^n - 1}{(1+i)^n} \right] \operatorname{operation}_A
 K_{A} = \begin{bmatrix} 25,000 + \frac{25000 - 3000}{(1 + 0.08)^{4} - 1} \end{bmatrix} + \begin{bmatrix} \frac{2000}{0.08} (1 + 0.08)^{4} \end{bmatrix}
  K_{A} = 86,028.22 + 6424.25 = $92,652.47
\frac{2000 \text{ for B}}{\text{KB}} = \frac{15,000 + 15,000 - 0}{(1+0.08)^6 - 1} + \frac{4000(1+0.08)^6 - 1}{0.08(1+0.08)^6}
                                       + (3,500
(1+0.08)3 prerhaul.
  k_{B} = 40,559.13 + 18,491.51 + 2,778.41
k_{B} = $61,829.05
  KB < KA, Thus reactor B's profitable.
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Capitalized cost of Annual cash plow

Annual operating cost.)

These are equivalent to annuity sum.

-. Kannuity = Present value or worth of annuity sum

$$=\frac{A}{i}\left[\frac{(1+i)^{n}-1}{(1+i)^{m}}\right]$$

Kannwity = $\frac{4}{n+\alpha} \left[1 - (1+i)^{-n} \right]$

Problem 3: Capitalized cost estimation for 3 investments

In- vest- ment num- ber	Totalnitial fixed-capital invest- ment, \$	Working- capital invest- ment, \$	Salvage valueatend of service life, \$	Ser- vice life, years	Annual cash flow to pro- jectafter taxes,† \$	Annuakash expenses‡ (constant for each year). \$
1	100,000	10,000	10,000	5	See yearly	44,000
2	170,000 210,000	10,000 15,000	15,000 20,000	7	52,000 (constant) 59,000	28,000 21,000
					(constant)	

· Capitalized cost of investment

Table (Peters & Timmerhaus)

- Capitalized cost= $C_R \frac{(1+i)^n}{(1+i)^{n-1}} + V_S + \frac{Annual\ cash\ expenses}{i} + Working\ capital$
- · Invest no. 1
- $K = 90,000 \frac{(1+0.15)^5}{(1+0.15)^{n-1}} + 10,000 + \frac{44,000}{0.15} + 10,000 = 4,92,000$
- · Invest no.2
- $K = 155,000 \frac{(1+0.15)^7}{(1+0.15)^7-1} + 15,000 + \frac{28,000}{0.15} + 10,000 = 460,000$
- Invest no.3
- $K = 190,000 \frac{(1+0.15)^8}{(1+0.15)^8-1} + 20,000 + \frac{21,000}{0.15} + 15,000 = 457,000$
- · Invest no.3 should be recommended.

• Capitalized cost of a plant $K=K_{Machine}+K_{operation}$

•
$$K_{Machine} = C_V + \frac{C_V - C_S}{(1+i)^n - 1}$$

• $K_{operation} = A\left[\frac{(1+i)^n-1}{i(1+i)^n}\right]$; A=Annual operating cost

Reference

• Plant Design and Economics for Chemical Engineers, Max S. Peters, K. D. Timmerhaus, 4th Edition, McGraw-Hill Inc.



Interest and Investment Cost

Interest and Investment cost \$1+ interest.

Interest is the compensation to be paid by the borrower to the lender for using a borrowed capital.

P = Principal at the start of first interest period. or capital sum, \$ or Rs.

n = Total number of interst period.

= Rate of interest, interest earned by a unit capital of principal in a unit time.

F = Total accumulated sum at the end of M interest

I = Total interest earned after n interest periods.

Interest work from the standard compound dame well a mile of Simple interest: It is paid on the original principal, P. Simple intered I = Pin; = F = P+T = P+Pin=P(1+in). Example: P=\$1000, n=4 yars, simple interest is 16%. (i=0.16) per annum. calculated and interest rate per annum and accumulated sum. at the end of 4 years. I/ annam = 1000 × 016 × 1 = \$160 (in one year). I = 1000 x 0.16 x 4 = \$640. (in four years) F=P+I = 6A0+1000 = \$ 1640\$, (a commulated sum).

compound interest: It is paid based on the accumulated sum. same example as earlier > p=\$1000, n=4, i=0.16 :per annum. Accumulated Period Principal at Start Interest corned | Sum

of period |

1 -- 1000 -- \$1000 x 0.16 = \$160 - \$1160

2 -- 1160 -- \$1160 x 0.16 = \$185.6 + \$1345.60

3 -- 1345.60 -- \$1345.60 x 0.16 = \$215.3 - \$1560.90

4 -- 1560.90 -- \$1560.9 x 0.16 = \$249.75 \$1810.64. $F = P + T = P(1+i)^{M}$ = 1000× (1+ 0.16) = \$1810.64 So Feomound > Frimple or I compound > I simple. tence, compound interest is profitable compared to simple interest from lender side.

Problem. I How much must be invested at present at 16% compounded interest rate annually such that \$20000 can be received after 3 years.

$$F = P(1+i)^{N}$$

$$F = 20,000; \quad n=3, \quad i=0.16; \quad P=9$$

$$P = \frac{F}{(1+i)^{N}} = \frac{20,000}{(1+0.16)^{3}} = $12,813.15$$

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Annuities
An annuity is series of payments ( can be equal
 or unequal) made at equal time interval.
 In life insurance plan or in a recurring deposit
 of a bank for paying debt, a lump sum of
 copital is accumulated over the periods of
 installments.
   A = uniform periodic payment
   *n = number of periods in years.
    i = interest rate (compounding).
   F = Total amount of annuity of or a commulated
  F = A (1+1) 1+ A (1+1) 12+ --- + A (1+1) + A
  P(1+i) = A(1+i)" + A(1+i)"+ -- + A(1+i)"+A(1+i)
mutipy py (1+i)
substructing.
    Fi = A(1+i) - A
    F = A \left[ \frac{(1+i)^n - 1}{n} \right]
```

Problem: It is required to a commulate \$10,000

by making annuity payments (equal).

of 5 years at 12% compounded.

interest rate. Find the equal annuity payment.

F=10,000; i=0.12, n=5, A= P

F=A[(1+i)^n-1]; A=\frac{Fi}{((1+i)^n-1)}=\frac{10,000 \times 0.12 \times 1.125-1}{1.125-1}=\frac{10,000 \times 0.125-1}{1.125-1}=\frac{10,000 \times 0.125-1}{1.125-1}=

Capital Recovery

An investor initially deposits an amportament P at an annual compound interest rate i. The investor can withdraw the principal p ar accumulated sum in a series of equal year-end amount like annuity withdrawls.

$$A = Pi \left[\frac{(1+i)^n}{(1+i)^n} \right]$$

Problem: O principal or present worth of For a principal or present worth of \$ 1000, calculate the annuity page withdrawks of recovery. of fund. Take n = 10 years. 1= 12% $A = 1000 \times 0.12 \left[\frac{(1+0.12)^{10}}{0(1+0.12)^{10}-1} \right]$ =\$176.98 Problem @ calculate the present worth of 8 equal on year-end payments. of \$ 223 at 15% annual compound interest $P = \left[\frac{(1+i)^{m}-1}{(1+i)^{m}} \right] \frac{A}{i} = \frac{(1\cdot15)^{8}-1}{(1\cdot15)^{8}} \times \frac{223}{0\cdot15}$ = \$ 1000.

Example: Find out the most profitable one. of 12 two schemes: i) 16% compounded annually.

ii) 15% compounded monthly.

iii) 15% compounded semi-annually.

iv) 15% compounded quarterly. o) The effective interest rate per year are.

i) ia = (1+ \frac{m}{m} -1 \Rightarrow r= 16%; m=1. $=(1+\frac{0.16}{1})-1=0.16=16\%$ i) $i_{\alpha} = \left(1 + \frac{0.15}{12}\right)^{12} - 1 = 0.1608 = 16.08\%$ |i| $|a = (1 + \frac{0.15}{2})^2 - 1 = 0.1556 = 15.567.$ iv) $i_a = (1 + \frac{0.15}{4})^4 = 0.1586 = 15.86\%$ in scheme having higher effective interest rate so. it is preferrable.

Findout a commulated sum for a principal amount \$1000 incomes invested for 5 year at a nominal interest rat 18%. compounded semi-annually. $F = 1000 \times (1 + \frac{0.18}{2})^{5 \times 2}$ here r=0.18, m=2, n=5 year. F= 12,367.36 ia = (1+ 0.18) -1 = 0.1881 = 18.81%

continuous interest rate

If number of interest pexid periods per year, m > x, then the the scheme is called continuous interest.

For continuous interest effective interest rate is given by the following:

$$i_{a} = \lim_{m \to \infty} (1 + \frac{r}{m})^{m} - 1 = 0$$

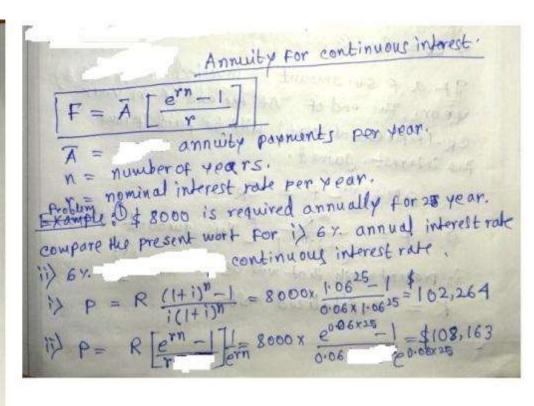
$$= \lim_{m \to \infty} \left[(1 + \frac{r}{m})^{m} \right]^{r} - 1$$

$$= e^{r} - 1 \quad \left[e = 2.718182.7 - 1 \right]^{r}$$

$$F = P(1 + e^{r} - 1)^{n}$$

$$F = P(1 + e^{r} - 1)^{n}$$

compounding Frequency	m		V/323	in Y
Frequency	frank.	at no as and		
annually.	-100	0-18 -	-51	188
semi-annually_	- 2	0.09 -	No.T. S.	- 18.81
munterly	4 -	- 0.045 -	和一种	- 19-25
. ILI	12 -	10-015-7	na crus	19.56
weekly	52	0.0000	10 90	19 02
baily	365	0.00013	MAN VICE	
continuously	04	0	42-1-49	19-72



Reference

• Plant Design and Economics for Chemical Engineers, Max S. Peters, K. D. Timmerhaus, 4th Edition, McGraw-Hill Inc.

Thank You

Depreciation

DEPRECIATION

Depreciation is the reduction in value of a physical asset with time due to the following reasons:

Physical deterioration, technical advances,
economic changes. These pactors cause end of the service life of a physical assets like,
machinary, equipment, plant etc.

It can be cotagorized into three types

Physical -> wear, tear, corrosion, age, ete.

Functional > Obsolescence, decrease in demand, inadequate capacity, closing of enterprise.

Accidents -> Accident of plant and its equipment during runtime.

The well-designed and well maintained chemical process industries are rarely we ored out or declined, until advancement of technology suggests replacement of components with modern-designed counterpart.

Total cost due to depreciation = [original value]

> Original value
= Depreciation + Salvage
value

- value of property at end of de preciation periods (Salvage value)

Salvage value

It is the net amount of money obtainable from the sale of used property over and above any charges involved in removal and sale. It implies that the asset can give some type of purther service and is worth more than merely its scrap value or junk value.

→ If the property can not be disposed of al a useful unit, it can often be dismantled and sold as junk to be used again as a manufacturing row material. The proit obtainable from this type of disposal is known as the scrap or junk.

sal salvage value, scrap value, and service lipe are usually estimated on the basis of conditions at the time the property is put in use.

Present value

Present value of an asset may be depined as the value of the asset in its condition at the time time of valuation.

present value are of disperent types. "

- a) Book value! The difference between the original east of a property and all the depreciation charges mad to date.
- b) Market value: The price which could be obtained for an asset if it were placed on sale in the open market.
- c) Replacement value: The cost necessary to replace an existing property with one at least equally capable

of rendering the same service. Method for Determining & Depreciation. In general it is determined by two types of method. 1) Arbitrary methods giving no consideration to interest costs like followings: of straight-line method. b) Declining-balance method. c) sum-of-the-years-digits method. 2) Methods taking into account interest on the investment, of sinking fund method b) Present-worth method. 1) a) straight line method: value of property decreases linearly with time. Equal amounts are charged por depreciation each year throughout the entire service life of the property. d = annual depriciation, \$/year V = Original value of the property at start of service life period, \$. Vs = Salvage vallel of the property atend of gervice life, \$. m = service life, year. => Va = V-da. where, $V_a = book value$, a = number of years inachor uso \$ Box Book value = V-

Book value at end of year \$ Depreciation charge during year \$

Problem-1: An asset value is \$\$5000 with salvage value \$ 1000 and service like 5 year. calculate book value at the the end of 4 year and 5 year.

$$V = $5000, V_3 = $1000.1 N=5$$

$$d = \frac{V - V_5}{\eta} = \frac{5000 - 1000}{5}$$

Book value at the end of 4 year 1/4 = V - ad

$$= 5000 - 4 \times 800$$

=\$1800

Book value at the end of 5 year 1/5 = 5 000 - 5 x800 =\$1000

1) b) Declining-Balance Method (Fixed Percentage Method) In this method annual depreciation charge (cost) is taken to be a fixed percentage, f of the property value at the beginning of the particular year.

f = pixed percentage factor.

da = Depreciation charge during year a. $= f(1-f)^{\alpha+1} V$

Va = Book value at end of year a = v (1-f)a

at the end of n years, Book value = salvage value

the end of
$$1 + \sqrt{1 - \beta}$$
 $1 - \sqrt{2}$ $1 - \sqrt{2}$ $1 - \sqrt{2}$

End of year	Depreciation charge	Book value.
	di= fv	V_= V(1-F)
- to the sail	1= F(1-F)V	$V_2 = V(1-F)^2$
3	dy= 5 (1-5)2V	Va= V(1-5)a
2 = n	dn=5(1-5)n-1	Vs=V(1-5)"= Ys

Note: It is observed that decling-balance of fixed percentage method made larger de preciation charges at the beginning of the years and the de precitation charge reduces with increase in year. It allowes the investment to be paid back more rapidly during early years, i.e., it reduces the income tax load for new business.

Problem 2: For problem 1, calculate depreciation charges and a book values at the end of 4 and 5 years.

From problem 1, V = \$5000, Vs = \$1000, n = 5

$$f = 1 - \left(\frac{v_0}{v}\right)^h = 1 - \left(\frac{1000}{5000}\right)^5$$

f = 0.2752 $d_4 = f(1-f)^3 V = 0.2752(0.7248)^3 5000$ d4 =\$ 5 23.88

d5= 0.2752 (0.7248) x 5000 ds =\$ 379.71

V4 = V(1-5) = 5000 x (0-7248) $V_4 = \frac{1,379.88}{1,000.14}$

i) c) Sum of years Digits Method

In this method depreciation charge da during year a is given by,

$$da = \frac{n-a+1}{\frac{5}{5}i} (v-v_s)$$

$$da = \frac{2(n-a+1)}{n(n+1)} (v-v_s)$$

Hence, book value of property at end of year a, Va is given by,

$$V_{a} = V - \frac{2(V - V_{o})}{n(n+1)} \sum_{i=n-a+1}^{n} \frac{1}{i-1}$$

$$= \frac{N_{o}}{2} - \frac{N_{o}}{2} = \frac{N_{o}}{2} - \frac{N_$$

2) a) Sinking Fund Method

It accounts the expect of interest rate. The method is applicable for those properties that did not undergo heavy service demands during its early life and having less chance of losing its value.

A hypothetical annuity pund is setup into which a constant amount of money is set aside each year. At the end of service life, total money with its interest in the fund should be equal to the total amount of depriciation (V-Vs)

d = depreciation per year equivalent to

$$\Rightarrow d = (v - v_5) \left[\frac{1}{(1+1)^m - 1} \right]$$

after a year, total amount of depreciation (N-Va) is realated to d by,

$$d = (V - Va) \left[\frac{1}{(1+i)^{\alpha} - 1} \right]$$

Equating from above Bequations,

$$V_a = V - (V - V_5) \left[\frac{(1+i)^a - 1}{(1+i)^m - 1} \right]$$

Problem 4: For problem 1, calculate de preciation charge and book values at the end of 4 and 5 years. V=\$5000, Vs=\$1000, n=5., Assume interest rate 10%, i=0.1. d = (V-V5) [(1+1)M-1 $d = (5000 - 1000) \frac{0.1}{(1+0.1)^5 - 1} = $655.$ Book values V4 = 5000 - (5000-1000) (1.1) -1 V4 = \$1959 V5 = 5000 - (5000-1000) [(1.1)5-1] Depreciation and cosh Flow Faderal income tax is charged on gross earning. S= Total in come or revenues revenue. C = Total annual costs not including depreciation. d = Annual depreciation charge (cost). \$ = Fractional annual tax rate. .. Net cash plow to company after tax $= (s-e-d)(1-\phi) + d$. $= (s-c)(1-\phi)+\phi d$ -: \$d is the tax credit due to depreciation.

Reference

• Plant Design and Economics for Chemical Engineers, Max S. Peters, K. D. Timmerhaus, 4th Edition, McGraw-Hill Inc.

