

The 21th Comparative Survey of  
Investment-Related Costs in 31 Major Cities and  
Regions in Asia and Oceania

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# **The 21th Comparative Survey of Investment-Related Costs in 31 Major Cities and Regions in Asia and Oceania**

In January, 2011, JETRO conducted a comparative survey of investment-related costs in 31 Major Cities and Regions in Asia and Oceania.

In this survey, attention was focused on how the impact of the recovery from the global financial crisis in various cities and regions in Asia has made itself felt. Reflecting the rapid growth in many countries, wages, which are of particular interest to Japanese companies, continue to exhibit an upward trend in the majority of cities and regions. In particular, the cost of labor (ordinary worker-class employees) is on an upward trend. Laws in all regions to increase the minimum wage, whose implementation had been delayed in 2009, were enacted in 2010. It is expected that further increases will occur in 2011. Real estate costs are also on an upward trend in most cities and regions. The expected increasing costs of business are reason for concern by Japanese-affiliated firms.

From this year onward, the survey will also include Phnom Penh (Cambodia). Both wages and land for industrial use is inexpensive. However, the high costs of energy, such as that of electricity, remain problematic. In recent years, businesses engaged in the service industry in Asian regions have begun to flourish, resulting in increased demand for investment-related information for all economic sectors. As in the previous survey, wages of shop staff in the apparel and restaurant/bar industries were included. Below we report on trends in the wage, real estate-related, and service-related costs.

## **1. Wages**

### **Increase in ordinary worker wages**

While the actual annual cost of general workers in China was observed to increase across the board in the previous year's survey, this year, increases were patchy. In 2010, however, and particularly from May onward, strikes and labor disputes aimed at gaining higher wages erupted at foreign-affiliated companies around China. These can be attributed to factors such as the increase in consumer good prices, an increased awareness of workers' rights, particularly among young agricultural-turned-industrial workers (migrant workers from rural agricultural villages) due to enactment of the labor contract law, and the occurrence of a general worker shortage in the coastal regions. It is expected that worker demands for higher wages will continue to gain strength in the future.

Among ASEAN countries, Malaysia, Thailand, and Singapore, which exhibited a decrease in wages in the previous survey, showed an upward trend in wages in this survey. In Malaysia, the actual costs of general workers in this survey was 33.8% higher than in the previous survey. Surveys conducted by the Japan Chamber of Trade and Industry, Malaysia (JACTIM) and the Malaysian Employees Federation both indicate similar upward trends in worker salaries. In Thailand, worker wages increased by 15.2%. It is expected that this upward trend will become stronger in the future, particularly in the automobile-related industry, whose performance was favorable. In Singapore, growth in worker wages ranging between 6.5 and 14.1% was observed in the manufacturing sector. In all three countries, local currencies have appreciated 7.3~8.5% relative to the USD over the previous year ; even after taking this into account, wages (converted to US dollars) are still on an upward trend.

In Southeast Asia, the increase in wages in India is particularly striking. The actual annual costs of general workers in Mumbai, Bangalore, and New Delhi rose by 53.3, 48.6, and 21.7%, respectively. In nearby Sri Lanka, wages of general workers and engineers increased approximately 60% over the previous year.

### **China's legal minimum wage raised across the board**

The Chinese government, fearing the ill-effects of the financial crisis, forewent raising the

legally-mandated minimum wage in 2009. In 2010, however, with the recovery of the economy, the minimum wage was raised across the board in various cities. This tide of increasing minimum wage continues in 2011. In this can be seen the government's intention to ameliorate the ill-effects of rising consumer prices on the low-income population.

While the legal minimum wage (hereafter converted to US dollars) in Dalian, Shenyang, and Qingdao was 114~140 USD, it was much higher in other regions of China, ranging from 167 to 197 USD. Among these regions, the minimum wage in Guangzhou (197 USD) was considerably higher than that in Cebu, which reported the highest minimum wage in ASEAN (154 USD). In Taiwan, the legal minimum wage was raised for the first time since 2007. In Hong Kong, the minimum wage system was introduced from the first time and is scheduled to be implemented in May of 2011. South Korea performed its regular annual increase in minimum wage in January of 2011.

Thailand and the Philippines returned to work on reform of the legal minimum wage, which had been postponed in 2009. In Bangkok, Thailand, the daily minimum wage was raised to 6.27 USD (increase of 0.45 USD) at the beginning of 2010 and to 7.05 USD the following year. The average nationwide increase in minimum wages in 2011, on a local currency-basis, was about 6.7%. Given the large magnitude of this increase compared to the inflation rate in 2010 of 3.3%, it has been met with some criticism from industry leaders. In the Philippines, the minimum wage was raised for the first time in two years, with the daily wage in Manila reaching 7.15 USD (increase of 0.64 USD). Discussions regarding reform of the minimum wage were conducted throughout the Philippines; however, with continued stagnation of the economy and the existence of many companies still awaiting recovery, negotiations floundered. Indonesia carried out its regular annual increase in legal minimum wage at the beginning of 2011. In the Jakarta Special Capital Region, the monthly minimum wage increased by 21 USD to 142 USD. Vietnam also raised its legal minimum wage at the beginning of 2011. The monthly minimum wage in Hanoi-Ho Chi Minh was increased to 80 USD (increase of 4.8 USD).

In New Delhi, India, the February 2010 reform increased the monthly minimum wage of skilled workers to 142 USD (increase of 46 USD) and that of unskilled workers to 117 USD (increase of 30 USD). In Bangladesh, the legal minimum wage was raised in July of 2010 for the first time in four years, resulting in an increase in the monthly minimum wage for unskilled/low-class workers in the sewing industry to 39 USD (increase of 9 USD). Although the export processing zones were excluded, the minimum wage system was reevaluated for the first time since 1989. The monthly minimum wage of apprentice-level workers in the sewing factories was increased to 39 USD (increase of 20 USD).

## **2. Real estate costs**

### **In the majority of cities, housing rent for local Japanese staff and office rent on an upward trend**

In China, the downward trend in monthly housing costs for local Japanese staff has ended; costs in Beijing, Dalian, Qingdao, and Shenzhen have increased. Furthermore, office rent (monthly) increased across the board, with the exception of Shanghai and Dalian, which experienced declines. This trend is, perhaps, largely attributable to revitalization of foreign investing resulting from recovery of the economy, which previously had been dampened by the uncertainty created by the financial crisis. In April of 2010, the State Council, responding to reports of the heating up of the urban housing market, announced measures to apply stricter criteria for housing loans, depending on the number of houses purchased; this policy was implemented by local governments. In January, 2011, a real estate tax was introduced, experimentally, in Shanghai and Chongqing. It will be necessary to closely watch future movements in real estate prices.

In Singapore, housing rent cost for local Japanese staff were between 3,882 and 5,047 USD, representing an increase of between 425 and 726 USD over the previous year. Office rents have also increased; according to the Urban Redevelopment Authority (URA), rents over the course of 2010

were 12.6% higher than the previous year. In Jakarta, Indonesia, housing rents continued their upward trend, increasing by 125 to 300 USD over the previous year.

Real estate costs throughout India remained, for the most part, unchanged. Meanwhile, in the Gulshan neighborhood of Dhaka, Bangladesh, rents rose to around 14 to 38 USD per m<sup>2</sup>, marking a drastic increase of 4.4 to 14.1 USD over the previous year. In the 7<sup>th</sup> suburb of Colombo (Sri Lanka), rents increased 2.7 to 3.2 USD over the previous year to between 16 and 19 USD per m<sup>2</sup>.

## **Service industry-related costs**

### **Cost of retail space in China on the rise**

Difficulties were encountered in assembling reliable data regarding the wages of shop staff of apparel and restaurant/bar industries. In addition, definitions varied from region to region. As such, this data is included primarily for reference purposes. Keeping this in mind, a simple comparison of Seoul (retail apparel staff: 1,651 USD; restaurant/bar staff: 1,312 USD), Hong Kong (1,307 USD; 1,082 USD), and Singapore (974 USD; 838 USD), Taipei (759 USD; 507 USD) reveals the trend in high wages in the four NIEs and these regions. In Mumbai, wages in these categories were similarly high, both at 534 USD.

Among the cities surveyed, monthly store/showroom rent were, by far, highest in Hong Kong at 346 USD per m<sup>2</sup>. In China, with the exception of Dalian and Shenyang, leases for retail space increased across the board. In many cities, leases exceed or are similar to that of Singapore and Bangkok. Meanwhile, in the ASEAN region, leases have also increased, although not to the same degree as in China, by 7.7 to 8.1% in Singapore, Hanoi, and Manila.

\* This represents the twenty-first execution of this survey since the survey was first conducted in 1995. Wages, land prices, office rents, telecommunications expenses, utility rates, and other investment-related costs are converted into US dollars and compiled into a table for easy comparison. The survey was conducted by JETRO's overseas offices in cooperation with Japanese chambers of commerce and industry, local government agencies, and relevant companies in each country (and the cooperation of the Interchange Association, Japan, in collection of information in Taipei). Wages broken down by industry is drawn from the "Survey of Japanese-Affiliated Firms in Asia and Oceania (2010)", published in October of 2010, and the "Survey of Japanese-Affiliated Firms in China, Hong Kong, Taiwan, and South Korea", published in January of 2011, by JETRO's Overseas Research Department. As a rule, interbank exchange rates as of January 14, 2011 were used to convert local currencies to US dollars. Furthermore, Japan was not included in this year's survey for purposes of comparison with other countries as a potential investment destination for Japanese-affiliated firms.

<b>Seoul (Korea)</b>				
US\$1 = 1,125 KRW (Interbank rate as of Jan.14, 2011)				
		US\$	KRW	Remarks
<b>Wages</b>	<b>1. Workers (general workers)</b>	1,220 /month	1,439,444 /month	Source: JETRO (2010) "Survey of Japanese-Affiliated Firms in Asia and Oceania -China, Hong Kong, Taiwan, Korea-" (used average exchange rates in Aug 2010) Regular employment; Base salary; Workers with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$24,601 (29,016,765KRW)
	<b>2. Engineers (mid-level engineers)</b>	1,658 /month	1,955,714 /month	Source: Same as above Regular employment; Base salary; Engineers of vocational college or university graduate level or above with about 5 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$30,609 (36,103,235KRW)
	<b>3. Managers (department chief level)</b>	2,241 /month	2,642,941 /month	Source: Same as above Regular employment; Base salary; Managers of university graduate level or above with about 10 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$40,754 (48,070,000KRW)
	<b>4. Staffs, Non-manufacturing (general level)</b>	1,759 /month	2,074,828 /month	Source: Same as above Regular employment; Base salary; Staff with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$30,739 (36,256,897KRW)
	<b>5. Managers, Non-manufacturing (department chief level)</b>	2,903 /month	3,424,444 /month	Source: Same as above Regular employment; Base salary; Managers of university graduate level or above with about 10 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$51,631 (60,899,630KRW)
	<b>6. Shop staffs (Apparel)</b>	1,651 /month	1,839,110 /month	Source: National Statistics Office "Basic Survey on Wage Structures (2009)" Total monthly salary amount in retail industries, excluding auto sales
	<b>7. Shop staffs (Food)</b>	1,312 /month	1,461,094 /month	Source: Same as above Total monthly salary amount in lodging and restaurant/bar industries
	<b>8. Legal minimum wage</b>	3.88 /hour 31 /day (8 hours)	4,320 /hour 34,560 /day (8 hours)	Revised: Jan. 1, 2011
	<b>9. Bonus payments (fixed bonus + variable bonus)</b>	4.66 months base salary		Source: JETRO (2010) "Survey of Japanese-Affiliated Firms in Asia and Oceania -China, Hong Kong, Taiwan, Korea-"
	<b>10. Social security burden ratio</b>	Employer's burden rate: 8.80% - 44.80% Employee's burden rate: 7.95%  Breakdown of employer's burden rate: Unemployment insurance: 0.7% - 1.3% Health insurance: 2.82% Pension: 4.5% Other: 0.6% - 36.0% (Industrial accident insurance) Long-term medical treatment insurance: Health insurance x 6.55%  Breakdown of Employee's burden rate: Unemployment insurance: 0.45% Health insurance: 2.82% Pension: 4.5% Long-term medical treatment insurance: Health insurance x 6.55%		Source: Korea Labor Welfare Corporation, National Health Insurance Corporation, National Pension Corporation
	<b>11. Nominal wage increase rate</b>	2008年: 3.4% 2009年: -0.5% 2010年 (Q1 to Q3): 5.9%		Source: Ministry of Employment and Labor
<b>Land price, office rents, etc.</b>	<b>12. Industrial estate (land) purchase rate</b>	274	305,000	Source: Korea Land Information System (http://jiga.chungnam.net) Name of industrial park: Cheonan Foreign Investment Zone Maintenance fees and taxes not included
	<b>13. Industrial estate rent (monthly, per sq.m)</b>	0.20 /month	226 /month	Source: Korea Industrial Complex Corporation (www.kicox.or.kr) Name of industrial park: Cheonan Foreign Investment Zone Maintenance fees and taxes not included Applicable period: 2011.1.1 - 2011.12.31
	<b>14. Office rent (monthly, per sq.m)</b>	52 /month	58,294 /month	Source: Young Poong Development 3F, Young Poong Building, 33 Seorin-Dong, Seoul (Seoul central business and administrative district) Breakdown of taxes and expenses: maintenance fees and 10% VAT included Security deposit (344,848KRW per sq.m) is additionally required
	<b>15. Store/showroom rent in the city center (monthly, per sq.m)</b>	90 per sq.m /month	99,825 per sq.m /month	Euljiro 2-ga, Jung-gu, Seoul (fashion and commercial district of the central-city district of Myeongdong) Supplied floor area/leased floor area: 165.29m <sup>2</sup> /115.70m <sup>2</sup> ; 16.5 million KRW/month (including VAT) Security deposit (300 million KRW), key money (300 million KRW), maintenance fees is
	<b>16. Housing rent for resident agent (monthly)</b>	1,795 /month	2,000,000 /month	Source: Nara Real Estate (www.nararelo.com) Ichon-dong, Yongsan-gu, Seoul (Japanese residential district, 9 km from central Seoul) 20F of apartment complex; 82 sq. m; 3 bedroom with living room, dining room, and kitchen Security deposit of 20 million won (two-year lease required; resident agent can abbreviate the term), contract money (pay 10% of security deposit in advance), administrative expenses not included Rents, Security deposit, contract money are exempted from VAT

<b>Seoul (Korea)</b> US\$1 = 1,125 KRW (Interbank rate as of Jan.14, 2011)				
<b>Telecommunication expenses</b>	<b>17. Telephone installation fee</b>	54	60,000	Source: KT Corporation (www.qook.co.kr) Uniform procedure applies nationwide Registration fee waived when applying online VAT (10%) included
	<b>18. Telephone charge</b>	Basic monthly charge: 4.67 Call rate per min: 0.04	Basic monthly charge: 5,200 Call rate per min: 39	Source: Same as above Within 30 km (intra-city telephone call) Toll 39 won for up to three minutes (minimum toll) VAT not included
	<b>19. International call charge (for 3 min. to Japan)</b>	1.87	2,088	Source: KT Corporation (http://kt001.qook.co.kr) 696 won/min (VAT not included)
	<b>20. Mobile phone subscription fee</b>	36	39,600	Source: SK Telecom (www.tworld.co.kr) VAT included
	<b>21. Mobile phone basic charge</b>	Basic monthly charge: 11 Call rate per min: 0.10	Basic monthly charge: 12,000 Call rate per min: 108	Source: Same as above 18 won/10 seconds (VAT not included)
	<b>22. Internet connection fee (Broadband)</b>	Initial contract fee: 27 Basic monthly charge: 27	Initial contract fee: 30,000 Basic monthly charge: 30,000	Source: KT Corporation (www.qook.co.kr) 50 Mbps (download)/10 Mbps (upload) (VDSL) 8,000 won/month for modem use applies for contracts less than three years in length Free after three years VAT paid separately
<b>Public utility rate</b>	<b>23. Electricity rate for business use (per kWh)</b>	Basic monthly charge: 4.14 Rate per kWh: 0.06	Basic monthly charge: 4,610 Rate per kWh: 62	Source: KEPCO (http://cyber.kepco.co.kr) For contract demand from 4 kw to less than 300 kWh Rate per kWh for Nov.-Feb. (Varies by season)
	<b>24. Electricity rate for general use (per kWh)</b>	Basic monthly charge: 4.74 Rate per kWh: 0.07	Basic monthly charge: 5,280 Rate per kWh: 75	Source: Same as above For contract demand less than 1,000 kWh Rate per kWh for Feb. - Mar. (Varies by season) VAT paid separately
	<b>25. Water rate for business use (per cu.m)</b>	Basic monthly charge: 0.02 Rate per cu.m: Metered charge: 0.01 Excess charge: 0.04	Basic monthly charge: 21 /m3 Rate per cu.m: Metered charge: 9.44 Excess charge: 46	Source: The Office of Waterworks Seoul Metropolitan Government (http://legal.seoul.go.kr) Exempted from VAT
	<b>26. Water rate for general use (per cu.m)</b>	Basic monthly charge: 0.97 Rate per cu.m: 0.29	Basic monthly charge: 1,080/m3 Rate per cu.m: 320	Source: Same as above Basic monthly charge : in case of dia.13 mm Rate per cu. m: for monthly amount used for business purpose not exceeding 30 cu. m Exempted from VAT
	<b>27. Gas rate for business use (per cu.m)</b>	Basic monthly charge: Nil Rate per cu.m: 0.60	Basic monthly charge: Nil Rate per cu.m: 664	Source: Seoul City Gas Co., Ltd. City industrial use; LNG VAT paid separately
	<b>28. Gas rate for general use (per cu.m)</b>	Basic monthly charge: 0.75 Rate per cu.m: 0.64	Basic monthly charge: 840/m3 Rate per cu.m: 714	Source: Same as above LNG VAT paid separately
<b>Transportation</b>	<b>29. Container transport (40ft container)</b>	(1) 500 (2) 1,432 (3) 300	(1) 557,000 (2) 1,595,248 (3) 334,200	Source: Interview with a Japanese company Nearest port: Busan Port Base rate on general cargo excluding textiles and clothing, not including other surcharges Land transport costs not included Third-country destination port: Port of Los Angeles (1) Export to Japan: Nearest port → Yokohama Port (2) Export to the U.S.: Nearest port → Los Angeles Port (3) Import to Japan: Yokohama Port → Nearest port
	<b>30. Regular gasoline price (1 liter)</b>	1.79	1,998	Source: Oil Price Watch (www.oilpricewatch.com) Retail price at SK gas station in Kyongwoon-dong, Jongro-gu, Seoul Tax included
	<b>31. Diesel oil price (1liter)</b>	1.63	1,812	Source: Same as above
<b>Tax</b>	<b>32. Corporate income tax rate</b>	National Tax: (a) 10%, (b) 22% Local tax : inhabitant tax, 10% of national tax amount		Source: Article 55 (Tax Rates), Corporate Tax Act (a) Tax base 200 million won or less (b) Tax base more than 200 million won
	<b>33. Personal income tax rate (highest rate, %)</b>	National Tax: 35% (highest rate)		Source: Article 55 (Tax Rates), Income Tax Act Progressive taxation system with four stages from 6% to 35% More than 12 million but no more than 46 million won: 720,000 won + (15% multiplied by amount over 12 million won) More than 46 million but no more than 88 million won: 5.82 million won + (24% multiplied by A8 amount over 46 million won) More than 88 million won: 15.9 million won + (35% multiplied by amount over 88 million won)
	<b>34. Value-added tax (VAT) (standard rate, %)</b>	10% (Standard rate)		Source: Article 14 (Tax Rates), Value-Added Tax Act National Tax
	<b>35. Tax on interest remitted to Japan (highest rate, %)</b>	10% (highest rate)		Japan-Korea Tax Treaty, Article 11 While a contract or other proof of basis for payment is required, no separate application for reduction or exemption is needed.
	<b>36. Tax on dividends remitted to Japan (highest rate, %)</b>	15% (highest rate)		Japan-Korea Tax Treaty, Article 10 Dividend tax on Japanese corporations holding equity stakes of 25% or more for six months or longer is 5%
	<b>37. Tax on royalties remitted to Japan (highest rate, %)</b>	10% (highest rate)		Japan-Korea Tax Treaty, Article 12 While a contract or other proof of basis for payment is required, no application in advance is needed.
<b>Overall</b>	<b>38. Remarks</b>	Nil		

Beijing (China)				
US\$1 = 6.5896 RMB (Interbank rate as of Jan.14, 2011)				
		US\$	RMB	Remarks
Wages	1. Workers (general workers)	364/month	2,468/month	Source: JETRO (2010) "Survey of Japanese-Affiliated Firms in Asia and Oceania -China, Hong Kong, Taiwan, Korea-" (used average exchange rates in Aug 2010) Regular employment; Base salary; Workers with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$6,107 (41,451RMB)
	2. Engineers (mid-level engineers)	415/month	2,818/month	Source: Same as above Regular employment; Base salary; Engineers of vocational college or university graduate level or above with about 5 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$6,694 (45,436RMB)
	3. Managers (department chief level)	840/month	5,701/month	Source: Same as above Regular employment; Base salary; Managers of university graduate level or above with about 10 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$13,144 (89,211RMB)
	4. Staffs, Non-manufacturing (general level)	688/month	4,669/month	Source: Same as above Regular employment; Base salary; Staff with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$11,270 (76,496RMB)
	5. Managers, Non-manufacturing (department chief level)	1,645/month	11,167/month	Source: Same as above Regular employment; Base salary; Managers of university graduate level or above with about 10 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$27,006 (183,297RMB)
	6. Shop staffs (Apparel)	424/month	2,796/month	Source: Beijing Municipal Bureau of Statistics Average annual pay in the retail industry converted to monthly amount; 2009 figures
	7. Shop staffs (Food)	323/month	2,128/month	Source: Same as above Average annual cost for restaurant/bar industry converted to monthly amount; 2009 figures
	8. Legal minimum wage	176/month	1,160/month	Source: Beijing Municipal Bureau of Labor and Social Security "2010 report on wages, no. 300" Revised: Jan 1, 2011
	9. Bonus payments (fixed bonus + variable bonus)	1.72 months base salary		Source: JETRO (2010) "Survey of Japanese-Affiliated Firms in Asia and Oceania -China, Hong Kong, Taiwan, Korea-"
	10. Social security burden ratio	Employer's burden rate: 44 - 46.8% Employee's burden rate: 22.2%+3RMB  Breakdown of Employer's burden rate: Old-age insurance: 20% Medical insurance: 10% Unemployment insurance: 1.0% Parental insurance: 0.8% Workers' compensation (factory) insurance: 0.2-3% Housing fund: 12% (highest: 2,906.64RMB)  Breakdown of employee's burden rate: Old-age insurance: 8% Medical insurance: 2%+3 RMB Unemployment insurance: 0.2% Housing fund: 12% (highest: 2,906.64RMB)		Source: Beijing Municipal Bureau of Labor and Social Security (12333) Beijing basic old-age insurance regulations (Beijing Municipal Government directive no. 183) Beijing basic medical insurance regulations (Beijing Municipal Government directive no. 158) Notice of city social insurance costs (Beijing Municipal Bureau of Labor and Social Security report no. 237 (2008)) Beijing occupational injury insurance regulations (Beijing Municipal Government directive no. 140) Beijing employee childcare insurance regulations (Beijing Municipal Government directive no. 154) Beijing Housing Accumulation Fund Administration (no.2-2010) Beijing Municipal Bureau of Statistics
	11. Nominal wage increase rate	2007: 15.9% 2008: 18.1% 2009: 5.9%		Source: Beijing Municipal Bureau of Statistics
Land price, office rents, etc.	12. Industrial estate (land) purchase rate	68 - 83	450 - 550	Source: JETRO survey of investment conditions in leading development areas Beijing Economic and Technological Development Zone 30 km to Beijing Capital International Airport Tax included
	13. Industrial estate rent (monthly, per sq.m)	4.55 - 6.83/month	30 - 45/month	Same as above
	14. Office rent (monthly, per sq.m)	114/month	750/month	Source: Beijing real-estate (Beijing office-building) search website Central business district (CBD) Trade office buildings Tax and Maintenance fee (4.5 RMB (\$0.70)/sq. m) included
	15. Store/showroom rent in the city center (monthly, per sq.m)	132/month	871/month	Source: Essence Securities analysis of China international-trade stocks, Aug. 2010 China World Mall, 1 Jianguomenwai Dajie (Chang'an Jie) Tax included
	16. Housing rent for resident agent (monthly)	2,428 - 6,829/month	16,000 - 45,000/month	Source: China World Trade Center website Central business district (CBD) China World Apartments, Beijing Type of residence: condominium (1 - 3 bedroom with living room, dining room, and kitchen) Floor area used: 90 - 211 sq.m Tax included
Teleco	17. Telephone installation fee	36	235	Source: China Unicom Ltd. 15 RMB installation charge + 220 RMB fees

Beijing (China)				
US\$1 = 6.5896 RMB (Interbank rate as of Jan.14, 2011)				
Communication expenses	18. Telephone charge	Basic monthly charge: 3.28 Call rate per min: 0.03 (up to 3 min, within the city), 0.02 (after the 3min, within the city)	Basic monthly charge: 21.6 Call rate per min: 0.22 (up to 3 min, within the city), 0.11 (after the 3min, within the city)	Source: Same as above
	19. International call charge (for 3 min. to Japan)	1.64	11	Source: China Mobile Group Beijing Co., Ltd. VoIP call rates
	20. Mobile phone subscription fee	8	50	Source: Same as above Purchase price of GoTone SIM card
	21. Mobile phone basic charge	Basic monthly charge: 7.59 Call rate per min: 0.06	Basic monthly charge: 50 Call rate per min: 0.4	Source: Same as above
	22. Internet connection fee (Broadband)	(1) 46 (2) 18	(1) 300 (2) 120	Source: Same as above (1) Initial contract charge (ADSL: 512 kbps; LAN: 512 kbps – 1 M); (2) Monthly charge (unlimited use)
Public utility rate	23. Electricity rate for business use (per kWh)	Basic monthly charge: Nil Rate per kWh: 0.12	Basic monthly charge: Nil Rate per kWh: 0.781	Source: National Development and Reform Commission, Beijing (2009), no. 2177
	24. Electricity rate for general use (per kWh)	Basic monthly charge: Nil Rate per kWh: 0.07	Basic monthly charge: Nil Rate per kWh: 0.4883	Source: Same as above
	25. Water rate for business use (per cu.m)	Basic monthly charge: Nil Rate per cu.m: 0.94	Basic monthly charge: Nil Rate per cu.m: 6.21	Source: National Development and Reform Commission, Beijing (2009), no. 2400, (2009), no. 2555
	26. Water rate for general use (per cu.m)	Basic monthly charge: Nil Rate per cu.m: 0.61	Basic monthly charge: Nil Rate per cu.m: 4.0	Source: Source: National Development and Reform Commission, Beijing (2009), no. 2400, (2009), no. 2555, part of no. 1517 (2004)
	27. Gas rate for business use (per cu.m)	Basic monthly charge: Nil Rate per cu.m: 0.43	Basic monthly charge: Nil Rate per cu.m: 2.84	Source: National Development and Reform Commission, Beijing (2010), no. 1720 Natural gas
	28. Gas rate for general use (per cu.m)	Basic monthly charge: Nil Rate per cu.m: 0.31	Basic monthly charge: Nil Rate per cu.m: 2.05	Source: National Development and Reform Commission, Beijing (2007), no. 573 Natural gas
Transportation	29. Container transport (40ft container)	(1) 923 (2) 2,103 (3) 665	(1) 6,084 (2) 13,860 (3) 4,382	Source: Japan-affiliated sea-transport firm Plant (city): Tianjin Nearest port: Port of Tianjin Third-country destination port: Port of Los Angeles Include overland freight; Freight rates vary between companies (1) Export to Japan: Nearest port (Port of Tianjin) to Port of Yokohama (2) Export to third country: Nearest port (Port of Tianjin) to Port of Los Angeles (3) Import from Japan: Port of Yokohama to Nearest port (Port of Tianjin)
	30. Regular gasoline price (1 liter)	1.09	7.17	Source: National Development and Reform Commission, Beijing (2010), no. 2205 AI-93 gasoline
	31. Diesel oil price (1liter)	1.08	7.14	Source: Same as above No. 0 diesel
Tax	32. Corporate income tax rate	25%		Source: Corporate Income Tax Law of the People's Republic of China (Order of the President of the People's Republic of China No. 63) and Regulations on Implementation of the Corporate Income Tax Law of the People's Republic of China (State Council Ordinance No. 512) (1) Uniform tax rates apply to domestic and foreign investment; (2) Under the above law and regulations, preferential tax rates may apply to companies engaged in the energy-conservation, infrastructure, and hi-technology businesses if their effective tax rates are known and they satisfy the relevant conditions; Under the State Council's Notification on Implementation of Excessively Preferential Policies on Corporate Income Tax (State Council Notification No. 39 (2007)), preferential measures shall be implemented in ways that raise the tax rate each year for companies located in the five major special economic zones and the Pudong New Area.
	33. Personal income tax rate (highest rate, %)	45% (highest rate)		Source: Personal Income Tax Law of the People's Republic of China (Order of the President of the People's Republic of China No. 85) Min. 5% – max. 45%
	34. Value-added tax (VAT) (standard rate, %)	17% (VAT)		Source: Provisional Regulations of the People's Republic of China on Value Added Tax (State Council Ordinance No. 538) Name: VAT
	35. Tax on interest remitted to Japan (highest rate, %)	10% (highest rate)		Source: Tax treaty between China and Japan Article 11 of tax treaty with Japan
	36. Tax on dividends remitted to Japan (highest rate, %)	10% (highest rate)		Source: Tax treaty between China and Japan Article 10 of tax treaty with Japan
Overall	37. Tax on royalties remitted to Japan (highest rate, %)	10% (highest rate)		Source: Tax treaty between China and Japan Article 12 of tax treaty with Japan Additional business tax (on transfer of intangible assets) of 5% applies Source: Provisional Regulations of the People's Republic of China on Enterprises Income Tax (State Council Ordinance No. 540)
	38. Remarks	—		



Shanghai (China)				
US\$1 = 6.5896 RMB (Interbank rate as of Jan.14, 2011)				
	US\$	RMB	Remarks	
<b>Wages</b>	<b>1. Workers (general workers)</b>	311/month	2,114 /month	Source: JETRO (2010) "Survey of Japanese-Affiliated Firms in Asia and Oceania -China, Hong Kong, Taiwan, Korea-" (used average exchange rates in Aug 2010) Regular employment; Base salary; Workers with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$5,609 (38,071RMB)
	<b>2. Engineers (mid-level engineers)</b>	609 /month	4,133 /month	Source: Same as above Regular employment; Base salary; Engineers of vocational college or university graduate level or above with about 5 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$10,494 (71,228RMB)
	<b>3. Managers (department chief level)</b>	1,096 /month	7,442 /month	Source: Same as above Regular employment; Base salary; Managers of university graduate level or above with about 10 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$19,356 (131,373RMB)
	<b>4. Staffs, Non-manufacturing (general level)</b>	705 /month	4,783 /month	Source: Same as above Regular employment; Base salary; Staff with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$12,154 (82,492RMB)
	<b>5. Managers, Non-manufacturing (department chief level)</b>	1,593 /month	10,811 /month	Source: Same as above Regular employment; Base salary; Managers of university graduate level or above with about 10 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$27,530 (186,852RMB)
	<b>6. Shop staffs (Apparel)</b>	313 /month	2,065 /month	Source: Shanghai Statistical Yearbook 2010 Average annual pay in the retail industry converted to monthly amount; 2009 figures
	<b>7. Shop staffs (Food)</b>	282 /month	1,860 /month	Source: Shanghai Statistical Yearbook 2010 Average annual pay in the food industry converted to monthly amount; 2009 figures
	<b>8. Legal minimum wage</b>	170 /month	1,120 /month	Source: same as above Revised: Apr 1, 2010
	<b>9. Bonus payments (fixed bonus + variable bonus)</b>	1.96 months base salary		Source: JETRO (2010) "Survey of Japanese-Affiliated Firms in Asia and Oceania -China, Hong Kong, Taiwan, Korea-"
	<b>10. Social security burden ratio</b>	Employer's burden rate: 44% Employee's burden rate: 18% Breakdown of employer's burden rate: Old-age insurance: 22% Medical insurance: 12% Unemployment insurance: 2% Parental insurance: 0.5% workers'compensation (factory) insurance: 0.5% housing fund: 7% Breakdown of employee's burden rate: Old-age insurance: 8% Medical insurance: 2% Unemployment insurance: 1% Housing reserve fund: 7%		Source: Shanghai Municipal Human Resources And Social Security Bureau
	<b>11. Nominal wage increase rate</b>	2007: 17.4% 2008: 13.8% 2009: 8.3%		Source: Shanghai Statistical Yearbook 2010
<b>Land price, office rents, etc.</b>	<b>12. Industrial estate (land) purchase rate</b>	91	600	Source: Shanghai Jiading Industrial Zone 50-year land-use rights Maintenance fee included
	<b>13. Industrial estate rent (monthly, per sq.m)</b>	2.81 /month	18.5 /month	Source: Same as above Facilities maintenance fee (1.5 RMB/sq. m) included
	<b>14. Office rent (monthly, per sq.m)</b>	35 - 44 /month	230 - 290 /month	Source: Local real-estate firm Shanghai Hongqiao Development Zone (Shanghai International Trade Center) Rents (195 - 255 RMB) + Maintenance fee (35 RMB)
	<b>15. Store/showroom rent in the city center (monthly, per sq.m)</b>	22 /month	148 /month	West Yan An Road Shanghai Mart Rents 117RMB /1m2 + Maintenance fee 31 RMB /1m2
	<b>16. Housing rent for resident agent (monthly)</b>	1,518 - 3,035 /month	10,000 - 20,000 /month	Source: Shanghai Hongqiao Economic & Technological Development Zone Hongqiao Development Zone 80 - 153 sq. m 1 - 3 bedroom with living room, dining room, and kitchen; equipped with swimming pool and gym Maintenance fee included
<b>Telecommunication expen</b>	<b>17. Telephone installation fee</b>	For office: 47 For residence: 21	For office: 310 For residence: 140	Source: Shanghai Telecom Co., Ltd.
	<b>18. Telephone charge</b>	Basic monthly charge: For office: 5.31 For residence: 3.79 Call rate per min: For office: (a) 0.03, (b) 0.02 For residence: (a) 0.03, (b) 0.02	Basic monthly charge: For office: 35 For residence: 25 Call rate per min: For office: (a)0.22, (b)0.11 For residence: (a)0.20, (b)0.10	Source: Same as above (a) Through third minute (b) Fourth minute and above

Shanghai (China)				
US\$1 = 6.5896 RMB (Interbank rate as of Jan.14, 2011)				
		US\$	RMB	Remarks
Res	19. International call charge (for 3 min. to Japan)	0:00 – 7:00: 2.19 7:00 – 24:00: 3.64	0:00 – 7:00: 14.4 7:00 – 24:00: 24	Source: Same as above
	20. Mobile phone subscription fee	Nil	Nil	
	21. Mobile phone basic charge	Basic monthly charge: 7.47 Call rate per min: 0.06	Basic monthly charge: 49.2 Call rate per min: 0.4	Source: Shanghai Telecom Co., Ltd.
	22. Internet connection fee (Broadband)	Initial contract fee: For office: 47 For residence: 67 Basic monthly charge: For office: 152 For residence: 21	Initial contract fee: For office: 310 For residence: 440 Basic monthly charge: For office: 1,000 For residence: 140	Source: Same as above ADSL line, 512Kbps – 2M (For residence:1M) Unlimited time
Public utility rate	23. Electricity rate for business use (per kWh)	Basic monthly charge: Nil Rate per kWh: 0.12 – 0.13	Basic monthly charge: Nil Rate per kWh: 0.815 – 0.885	Source: Shanghai Electric Power Co., Ltd.
	24. Electricity rate for general use (per kWh)	Basic monthly charge: Nil Rate per kWh: 0.093 – 0.094	Basic monthly charge: Nil Rate per kWh: 0.612 – 0.617	Source: Same as above
	25. Water rate for business use (per cu.m)	Basic monthly charge: Nil Rate per cu.m: 0.20 – 0.23	Basic monthly charge: Nil Rate per cu.m: 1.30 – 1.50	Source: Shanghai Water Authority
	26. Water rate for general use (per cu.m)	Basic monthly charge: Nil Rate per cu.m: 0.16	Basic monthly charge: Nil Rate per cu.m: 1.03	Source: Same as above
	27. Gas rate for business use (per cu.m)	Basic monthly charge: Nil Rate per cu.m: 0.30 – 0.33	Basic monthly charge: Nil Rate per cu.m: 1.95 – 2.15	Source: Shanghai Municipal Development & Reform Commission Coal gas
	28. Gas rate for general use (per cu.m)	Basic monthly charge: Nil Rate per cu.m: 0.38	Basic monthly charge: Nil Rate per cu.m: 2.50	Source: Same as above Natural gas
Transportatic	29. Container transport (40ft container)	(1) 391 (2) 2,353 – 2,553 (3) 545 – 690	(1) 2,578 (2) 15,505 – 16,823 (3) 3,589 – 4,546	Source: Interviews with Japanese companies Plant (city): Shanghai Nearest port: Port of Shanghai Third-country destination port: Port of Los Angeles (1) Export to Japan: Nearest port (Port of Shanghai) → Port of Yokohama (2) Export to third country: Nearest port (Port of Shanghai) → Third-country destination port (Port of Los Angeles) (3) Import from Japan: Port of Yokohama → Nearest port (Port of Shanghai)
	30. Regular gasoline price (1 liter)	1.08	7.11	Source: Shanghai Municipal Development & Reform Commission Price on Dec 22, 2010 AI-93 gasoline
	31. Diesel oil price (1liter)	1.07	7.03	Source: Same as above Price on Dec 22, 2010 No. 0 diesel
Tax	32. Corporate income tax rate	25%		Same as Beijing
	33. Personal income tax rate (highest rate, %)	45% (highest rate)		Same as Beijing
	34. Value-added tax (VAT) (standard rate, %)	17%		Same as Beijing
	35. Tax on interest remitted to Japan (highest rate, %)	10% (highest rate)		Same as Beijing
	36. Tax on dividends remitted to Japan (highest rate, %)	10% (highest rate)		Same as Beijing
	37. Tax on royalties remitted to Japan (highest rate, %)	10% (highest rate)		Same as Beijing
Overall	38. Remarks	Nil		

<b>Guangzhou (China)</b>				
US\$1 = 6.5896 RMB (Interbank rate as of Jan.14, 2011)				
	US\$	RMB	Remarks	
<b>Wages</b>	<b>1. Workers (general workers)</b>	281 /month	1,907 /month	Source: JETRO (2010) "Survey of Japanese-Affiliated Firms in Asia and Oceania -China, Hong Kong, Taiwan, Korea-" (used average exchange rates in Aug 2010) Regular employment; Base salary; Workers with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$5,269 (35,766RMB)
	<b>2. Engineers (mid-level engineers)</b>	530 /month	3,594 /month	Source: Same as above Regular employment; Base salary; Engineers of vocational college or university graduate level or above with about 5 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$9,362 (63,541RMB)
	<b>3. Managers (department chief level)</b>	1,061 /month	7,198 /month	Source: Same as above Regular employment; Base salary; Managers of university graduate level or above with about 10 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$18,456 (125,268RMB)
	<b>4. Staffs, Non-manufacturing (general level)</b>	585 /month	3,970 /month	Source: Same as above Regular employment; Base salary; Staff with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$10,171 (69,034RMB)
	<b>5. Managers, Non-manufacturing (department chief level)</b>	1,483 /month	10,067 /month	Source: Same as above Regular employment; Base salary; Managers of university graduate level or above with about 10 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$27,958 (189,761RMB)
	<b>6. Shop staffs (Apparel)</b>	398 /month	2,621 /month	Source: Guangzhou Statistical Yearbook 2010 Average annual pay in the retail industry converted to monthly amount; 2009 figures
	<b>7. Shop staffs (Food)</b>	246 /month	1,618 /month	Source: Same as above Average annual pay in the food industry converted to monthly amount; 2009 figures
	<b>8. Legal minimum wage</b>	197 /month	1,300 /month	Source: Guangzhou Municipal Labor and Social Security Bureau Revised: March 1, 2011
	<b>9. Bonus payments (fixed bonus + variable bonus)</b>	2.17 months base salary		Source: JETRO (2010) "Survey of Japanese-Affiliated Firms in Asia and Oceania -China, Hong Kong, Taiwan, Korea-"
	<b>10. Social security burden ratio</b>	Employer's burden rate: 28.35% - 52.35% Employee's burden rate: 16% - 31%  Breakdown of the employer's burden rate: Old-age insurance: 12% (Census register within city) , 20% (Other area) Health insurance: 8% Unemployment insurance: 2% Parental insurance: 0.85% Workers' compensation (factory) insurance: 0.5%, 1%, 1.5% Housing fund: 5% - 20%  Breakdown of employee's burden rate: Old-age insurance: 8% Medical insurance: 2% Unemployment insurance: 1% Housing fund: 5% - 20%		Source: Guangzhou Local Tax Bureau, Guangzhou Housing Accumulation Fund Administration Center
	<b>11. Nominal wage increase rate</b>	2007: 10.6% 2008: 12.9% 2009: 8.5%		Source: Guangzhou Statistical Yearbook 2010
<b>Land price, office rents, etc.</b>	<b>12. Industrial estate (land) purchase rate</b>	91 (Min. rate)	600 (Min. rate)	Source: Interviews in the development zone Guangzhou Development District (Guangzhou Economic and Technological Development Zone, Guangzhou High-tech Industrial Development Zone, Guangzhou Export Processing Zone, Guangzhou Free Trade Zone) Tax included
	<b>13. Industrial estate rent (monthly, per sq.m)</b>	2.3 - 6.1 /month	15 - 40 /month	Source: Same as above Guangzhou Development District Tax included
	<b>14. Office rent (monthly, per sq.m)</b>	22.8 /month	150 /month	Source: Nakahara Real Estate Central Park View, Zhujiang Newtown Huachen Road Tax included; maintenance fee (29/sq. m) not included
	<b>15. Store/showroom rent in the city center (monthly, per sq.m)</b>	71.4 /month	471 /month	Commercial Building, Tianhebei Road Linhe Street 378 Tax included; maintenance fee (29RMB/sq. m) not included
	<b>16. Housing rent for resident agent (monthly)</b>	2,428 /month	16,000 /month	Source: Mytophome.com (GuangZhou) Central Park View, Zhujiang Newtown Huachen Road 191 sq.m; 3 bedroom + kitchen + living room, dining room, and kitchen Tax included; maintenance fee (39RMB/sq. m) not included
<b>Telecommunication ex</b>	<b>17. Telephone installation fee</b>	15	100	Source: China Telecom
	<b>18. Telephone charge</b>	Basic monthly charge: 5.31 Call rate per min: up to 3 min. : 0.03 /min. after 4min. : 0.02 /min.	Basic monthly charge: 35 Call rate per min: up to 3 min. : 0.22 /min. after 4min. : 0.11 /min.	Source: Same as above Call rate per min: within the city
	<b>19. International call charge (for 3 min. to Japan)</b>	2.19 (0:00~7:00) 3.64 (7:00~24:00)	14.4 (0:00~7:00) 24 (7:00~24:00)	Source: Same as above

Guangzhou (China)				
US\$1 = 6.5896 RMB (Interbank rate as of Jan.14, 2011)				
	US\$	RMB	Remarks	
Expenses	20. Mobile phone subscription fee	—	—	Source: Same as above No charge for new Gotone service
	21. Mobile phone basic charge	Basic monthly charge: 7.59 Call rate per min: 0.06	Basic monthly charge: 50 Call rate per min: 0.39	Source: Same as above
	22. Internet connection fee (Broadband)	22.6 – 25.5 /month	149 – 168 /month	Source: Same as above 2Mbps; time unlimited; 20RMB's worth of free call 168RMB/month, 936RMB/ half year, 1,788RMB/year
Public utility rate	23. Electricity rate for business use (per kWh)	Basic monthly charge: (1) 3.49/kVA (substation capacity) + 4.86/KW (peak demand) (2) Nil Rate per kWh: 0.096 – 0.150	Basic monthly charge: (1) 23/kVA (substation capacity) + 32/KW (peak demand) Rate per kWh: 0.6349 – 0.9885	Source: Guangdong Price Bureau (1) large industry, (2) Others
	24. Electricity rate for general use (per kWh)	Basic monthly charge: Nil Rate per kWh: 0.09	Basic monthly charge: Nil Rate per kWh: 0.61	Source: Same as above
	25. Water rate for business use (per cu.m)	Basic monthly charge: Nil Rate per cu.m: 0.49 – 0.82	Basic monthly charge: Nil Rate per cu.m: 3.23 – 5.38	Source: Same as above
	26. Water rate for general use (per cu.m)	Basic monthly charge: Nil Rate per cu.m: 0.34	Basic monthly charge: Nil Rate per cu.m: 2.22	Source: Same as above
	27. Gas rate for business use (per cu.m)	Basic monthly charge: Nil Rate per cu.m: 2.81	Basic monthly charge: Nil Rate per cu.m: 18.5	Source: Same as above LP gas
	28. Gas rate for general use (per cu.m)	Basic monthly charge: Nil Rate per cu.m: 2.5	Basic monthly charge: Nil Rate per cu.m: 16.5	Same as above
	Transportation	29. Container transport (40ft container)	(1) 580 (2) 2,000 (3) 950	(1) 3,822 (2) 13,179 (3) 6,260
30. Regular gasoline price (1 liter)		0.93 – 1.12	6.11 – 7.36	Source: GuangDong Price Bureau Maximum legal rate
31. Diesel oil price (1liter)		1.00	6.61	Same as above
Tax	32. Corporate income tax rate	25%		Same as Beijing
	33. Personal income tax rate (highest rate, %)	45% (highest rate)		Same as Beijing
	34. Value-added tax (VAT) (standard rate, %)	17%		Same as Beijing
	35. Tax on interest remitted to Japan (highest rate, %)	10% (highest rate)		Same as Beijing
	36. Tax on dividends remitted to Japan (highest rate, %)	10% (highest rate)		Same as Beijing
37. Tax on royalties remitted to Japan (highest rate, %)	10% (highest rate)		Same as Beijing	
Overall	38. Remarks	Nil		

<b>Dalian (China)</b>				
US\$1 = 6.5896 RMB (Interbank rate as of Jan.14, 2011)				
		<b>US\$</b>	<b>RMB</b>	<b>Remarks</b>
<b>Wages</b>	<b>1. Workers (general workers)</b>	245 /month	1,663 /month	Source: JETRO (2010) "Survey of Japanese-Affiliated Firms in Asia and Oceania -China, Hong Kong, Taiwan, Korea-" (used average exchange rates in Aug 2010) Regular employment; Base salary; Workers with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$4,049 (27,479RMB)
	<b>2. Engineers (mid-level engineers)</b>	417 /month	2,833 /month	Source: Same as above Regular employment; Base salary; Engineers of vocational college or university graduate level or above with about 5 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$6,744 (45,774RMB)
	<b>3. Managers (department chief level)</b>	762 /month	5,172 /month	Source: Same as above Regular employment; Base salary; Managers of university graduate level or above with about 10 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$12,062 (81,867RMB)
	<b>4. Staffs, Non-manufacturing (general level)</b>	495 /month	3,361 /month	Source: Same as above Regular employment; Base salary; Staff with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$8,437 (57,266RMB)
	<b>5. Managers, Non-manufacturing (department chief level)</b>	1,258 /month	8,537 /month	Source: Same as above Regular employment; Base salary; Managers of university graduate level or above with about 10 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$20,955 (142,226RMB)
	<b>6. Shop staffs (Apparel)</b>	367 /month	2,418 /month	Source: Dalian Staistical Year Book 2010 Average annual pay in the retail industry converted to monthly amount; 2009 figures
	<b>7. Shop staffs (Food)</b>	232 /month	1,528 /month	Source: Same as above Average annual pay in the food industry converted to monthly amount; 2009 figures
	<b>8. Legal minimum wage</b>	a. 137 /month b. 121 /month	a. 900 /month b. 800 /month	Source: The People's Government of Liaoning Province a. Zhongshan, Lashunkou, Shahekou, Ganjingzi, Xigang, Changhai; Other lead areas b. Pulandian, Wafangdian, Zhuanghe Revised: Jul 10, 2010
	<b>9. Bonus payments (fixed bonus + variable bonus)</b>	1.97 months base salary		Source: JETRO (2010) "Survey of Japanese-Affiliated Firms in Asia and Oceania -China, Hong Kong, Taiwan, Korea-"
	<b>10. Social security burden ratio</b>	Employer's burden rate: 40% - 56.5% Employee's burden rate: 21% - 26%  Breakdown of employer's burden rate: Old-age insurance: 19% Medical insurance: 8% Unemployment insurance: 2% Parental insurance: 0.5% Workers' compensation(factory) insurance: 0.5% - 2% Housing fund: (1) Within city: a.10% - 15%, b.25%, (2) Development area: 18% [Housing standard area x Heatingexpense standard (28 RMB/sq.m)] x 70% / 12 = Monthlyallowance  Breakdown of employee's burden rate: Old-age insurance: 8% Medical insurance: 2% Unemployment insurance: 1% Housing fund: (1) Within city: a.10% - 15%, b.15%, (2) Development area: 14%		Source: Dalian Municipal Human Resources and Social Security Bureau *1 Payment of insurance for high-cost medical care (24 RMB/year) is required once annually, with the employee covering this cost. *2 Housing accumulation fund: a: Persons hired prior to Jan. 1, 1999 b: Persons hired on Jan. 1, 1999 or later Floor-area standards for heating allowance is established separately by years of continuous employment and rank, with the employer covering 966 RMB/year when based on 60 sq. m
	<b>11. Nominal wage increase rate</b>	2007年: 16.7% 2008年: 21.5% 2009年: 13.0%		Source: Dalian Staistical Year Book 2010
<b>Land price, office rents, etc.</b>	<b>12. Industrial estate (land) purchase rate</b>	55 - 85	360 - 560	Source: Interviews in the development zone Dalian Economic & Technological Development Area Tax not included
	<b>13. Industrial estate rent (monthly, per sq.m)</b>	2.73 - 3.64 /month	18 - 24 /month	Source: Same as above Dalian Economic & Technological Development Area Tax included, maintenance fee not included
	<b>14. Office rent (monthly, per sq.m)</b>	36 /month	240 /month	Source: Interviews with building management Dalian Senmao Building Tax included; Maintenance fee and Electricity charge not included
	<b>15. Store/showroom rent in the city center (monthly, per sq.m)</b>	53 - 99 per sq.m /month	350 - 650 per sq.m /month	Sheng Li Square, Zhongshan District, Dalian Tax, Maintenance fee included
	<b>16. Housing rent for resident agent (monthly)</b>	3,035 /month	20,000 /month	Source: Interviews with the hotel Shangri-La Hotel Dalian apartments; 108 sq. m Utilities, tax, maintenance fee included

<b>Dalian (China)</b>				
US\$1 = 6.5896 RMB (Interbank rate as of Jan.14, 2011)				
		US\$	RMB	Remarks
<b>Telecommunication expenses</b>	17. Telephone installation fee	46	300	Source: China Unicom Ltd., Dalian Branch
	18. Telephone charge	Basic monthly charge: 3.04 Call rate per min: 0.15	Basic monthly charge: 20 Call rate per min: 0.1	Source: Same as above First 3 minutes: 0.2 RMB/min. Over 3 minutes: 0.1 RMB/min.
	19. International call charge (for 3 min. to Japan)	3.64	24	Source: Same as above 8 RMB/min.
	20. Mobile phone subscription fee	Nil	Nil	Source: China Mobile Liaoning Deposit of 100 RMB air time required
	21. Mobile phone basic charge	Basic monthly charge: 7.59 Call rate per min: 0.06	Basic monthly charge: 50 Call rate per min: 0.4	Source: Same as above
	22. Internet connection fee (Broadband)	Initial contract fee: 15 Monthly charge: 76	Initial contract fee: 100 Monthly charge: 500	Source: China Unicom Ltd., Dalian Branch 2M, ADSL, for business
<b>Public utility rate</b>	23. Electricity rate for business use (per kWh)	Basic monthly charge: Nil Rate per kWh: 0.13	Basic monthly charge: Nil Rate per kWh: 0.848	Source: Liaoning Province Electric Power Company 1 - 10kv
	24. Electricity rate for general use (per kWh)	Basic monthly charge: Nil Rate per kWh: 0.08	Basic monthly charge: Nil Rate per kWh: 0.5	Source: Same as above 1kv以下
	25. Water rate for business use (per cu.m)	Basic monthly charge: Nil Rate per cu.m: (1) 0.62 (2) 0.90	Basic monthly charge: Nil Rate per cu.m: (1) 4.1 (2) 5.9	Source: Website of Dalian Municipality Price Control Administration Includes wastewater processing fee (0.9 RMB/cu. m) (1) Industry (2) Commerce
	26. Water rate for general use (per cu.m)	Basic monthly charge: Nil Rate per cu.m: 0.44	Basic monthly charge: Nil Rate per cu.m: 2.9	Source: Same as above Includes wastewater processing fee (0.9 RMB/cu. m)
	27. Gas rate for business use (per cu.m)	Basic monthly charge: Nil Rate per cu.m: 0.36	Basic monthly charge: Nil Rate per cu.m: 2.4	Source: Same as above Coal gas
	28. Gas rate for general use (per cu.m)	Basic monthly charge: Nil Rate per cu.m: 0.21	Basic monthly charge: Nil Rate per cu.m: 1.4	Source: Same as above Coal gas
<b>Transportation</b>	29. Container transport (40ft container)	(1) 200 (2) 2,100 (3) 544	(1) 1,318 (2) 13,838 (3) 3,583	Source: Interviews with a Japanese logistics company Nearest port: Dayaowan Port, Dalian Third-country destination port: Port of Los Angeles (1) Export to Japan: Nearest port (Dayaowan Port) → Port of Yokohama (2) Export to third country: Nearest port (Dayaowan Port) → Third-country destination port (Port of Los Angeles) (3) Import from Japan: Port of Yokohama → Nearest port (Dayaowan Port) Charges under (2) for shipment to Los Angeles and (3) for shipment from Yokohama include surcharges
	30. Regular gasoline price (1 liter)	1.01	6.66	Source: Gas station inside city of Dalian (PetroChina) AI-93 gasoline
	31. Diesel oil price (1 liter)	1.12	7.3	Source: Same as above No. 20 diesel; No. 0 diesel not sold
<b>Tax</b>	32. Corporate income tax rate	25%		Same as Beijing
	33. Personal income tax rate (highest rate, %)	45% (highest rate)		Same as Beijing
	34. Value-added tax (VAT) (standard rate, %)	17% (VAT)		Same as Beijing
	35. Tax on interest remitted to Japan (highest rate, %)	10% (highest rate)		Same as Beijing
	36. Tax on dividends remitted to Japan (highest rate, %)	10% (highest rate)		Same as Beijing
<b>Overall</b>	37. Tax on royalties remitted to Japan (highest rate, %)	10% (highest rate)		Same as Beijing
	38. Remarks	Nil		

Shenyang (China)				
US\$1 = 6.5896 RMB (Interbank rate as of Jan.14, 2011)				
		US\$	RMB	Remarks
Wages	1. Workers (general workers)	227 /month	1,537 /month	Source: Survey of Japanese-Affiliated Firms in Asia and Oceania –China, Hong Kong, Taiwan, Korea- (conducted by JETRO in Aug- Sept 2010, used average exchange rates against US dollar as of August 2010) Regular employment; Base salary; Workers with about 3 year – work experience Total annual burden per employee (including basic salary, social security, various allowances, pay for overtime, bonus, etc.): US\$5,235 (RMB35,529)
	2. Engineers (mid-level engineers)	399 /month	2,710 /month	Source: Same as above Used average exchange rates against US dollar as of August 2010 Regular employment; Base salary; Engineers of vocational college or university graduate level or above with about 5 year – work experience Total annual burden per employee (including basic salary, various allowances, social security, pay for overtime, bonus, etc.): US\$8,355 (RMB56,706)
	3. Managers (department chief level)	778 /month	5,279 /month	Source: Same as above Used average exchange rates against US dollar as of August 2010 Regular employment; Base salary Engineers of university graduate level or above with about 10 year – work experience Total annual burden per employee (including basic salary, various allowances, social security, pay for overtime, bonus, etc.): US\$15,506 (RMB105,243)
	4. Staffs, Non-manufacturing (general level)	376 /month	2,550 /month	Source: Same as above Used average exchange rates against US dollar as of August 2010 Regular employment; Base salary; Regular staff with about 3 year – work experience Total annual burden per employee (including basic salary, various allowances, social security, pay for overtime, bonus, etc.): US\$8,022 (RMB54,450), average among 4 companies
	5. Managers, Non-manufacturing (department chief level)	663 /month	4,500 /month	Source: Same as above Used average exchange rates against US dollar as of August Regular employment; Base salary Managers of university graduate level or above with about 10 year – work experience Total annual burden per employee (including basic salary, various allowances, social security, pay for overtime, bonus, etc.): US\$11,720 (RMB79,550), average among 4 companies
	6. Shop staffs (Apparel)	333 /month	2,194 /month	Source: Shenyang Statistical Year Book for 2010 Used monthly data based upon annual salary for 2009, including basic salary, social security, overtime allowance and bonus, averaged among retailers
	7. Shop staffs (Food)	206 /month	1,355 /month	Source: Shenyang Statistical Year Book for 2010 Used monthly data based upon annual salary for 2009, including basic salary, social security, overtime allowance and bonus, averaged among restaurant business
	8. Legal minimum wage	a.137/month b.114/month	a.900/month b.750/month	Revised as of July 1, 2010 Source: Liaoning Provincial Department of Human Resources and Social Security a: Heping District, Shenhe District, Tiexi District, Huanggu District, Dadong District, Dongling District, Yuhong District, Shenbeixin District, Sujiatun District, Shenyang Economic & Technological Development Area b: Xinmin, Liaozhongxian Renmin, Fakuxian Renmin, Kangpingxian Renmin
	9. Bonus payments (fixed bonus + variable bonus)	1.48 month base salary	See the left column	Source: "Survey on Japanese Companies' Activities in Asia in 2010 –China, Hong Kong, Taiwan, Korea- " conducted by JETRO in August and September in 2010
	10. Social security burden ratio	Employer's burden rate: 38.1%~43.6% Employee's burden rate: 19%~23%  Breakdown of employer's burden rate: Old-age insurance:19% Medical insurance: 8% Unemployment insurance: 2% Parental insurance: 0.6% Workers' compensation (factory) insurance: 0.5%~2% Housing fund: 8%~12%  Breakdown of employee's burden rate: Old-age insurance: 8% Medical insurance: 2% Unemployment insurance: 1% Housing fund: 8%~12%		Source: Shenyang Municipal Labor and Social Security Bureau Payment of insurance for high cost medical care (96 RMB/year) is required once a year, with the employer and the employee each covering 50% of this cost.
	11. Nominal wage increase rate	17.0% for 2007 22.6% for 2008 15.0% for 2009		Source: Shenyang Yearbook 2009
Land price, office rents, etc.	12. Industrial estate (land) purchase rate	73	480	Source: Interviews in the development zone Shenyang Economic & Technological Development Area Tax not included
	13. Industrial estate rent (monthly, per sq.m)	2.28 /month	15 /month	Source: Same as above Shenyang Economic & Technological Development Area Tax and maintenance fee not included
	14. Office rent (monthly, per sq.m)	23 /month	150 /month	Source: Interviews with Inter Continental Shenyang Hotel Maintenance fee and utilities included
	15. Store/showroom rent in the city center (monthly, per sq.m)	106 – 152 /month	700 – 1,000 /month	Shenyang Wuai Maiket Clothes City 77 Xiaonan Street, Shenhe District Tax and maintenance fee included /sq.m
	16. Housing rent for resident agent (monthly)	3,794 – 4,249 /month	25,000 – 28,000 /month	Source: Interviews with Hotel Inter Continental Shenyang in Heping District, Shenyang. Apartments with 87 sq. m Utilities, tax and maintenance fee included
Tele	17. Telephone installation fee	46	300	Source: China Unicom Ltd Shenyang Branch Initial installation fee set up at 100 RMB with deposit of 400 RMB in toll charges

<b>Shenyang (China)</b>				
US\$1 = 6.5896 RMB (Interbank rate as of Jan.14, 2011)				
<b>Communication expenses</b>	<b>18. Telephone charge</b>	Basic monthly charge: 3.04 Call rate per min: 0.02	Basic monthly charge: 20 Call rate per min: 0.1	Source: Same as above 0.2 RMB for first three minutes, 0.1 RMB/minute thereafter
	<b>19. International call charge (for 3 min. to Japan)</b>	3.64	24	Source: Same as above Toll: 8 RMB/minute
	<b>20. Mobile phone subscription fee</b>	Nil	Nil	Source: China Mobile Liaoning Branch Deposit of 100 RMB air time required
	<b>21. Mobile phone basic charge</b>	Basic monthly charge: 7.59 Call rate per min: 0.06	Basic monthly charge: 50 Call rate per min: 0.4	Source: Same as above
	<b>22. Internet connection fee (Broadband)</b>	Initial contract fee: 46 Basic monthly charge: 425	Initial contract fee: 300 Basic monthly charge: 2,800	Source: China Unicom Ltd., Liaoning Branch 2M, ADSL
<b>Public utility rate</b>	<b>23. Electricity rate for business use (per kWh)</b>	Basic monthly charge: Nil Rate per kWh: 0.13	Basic monthly charge: Nil Rate per kWh: 0.848	Source: Liaoning Province Electric Power Company 1 – 10 kv
	<b>24. Electricity rate for general use (per kWh)</b>	Basic monthly charge: Nil Rate per kWh: 0.08	Basic monthly charge: Nil Rate per kWh: 0.5	Source: Same as above 1kv or less
	<b>25. Water rate for business use (per cu.m)</b>	Basic monthly charge: Nil Rate per cu.m: Industry: 0.53 Commerce: 0.61	Basic monthly charge: Nil Rate per cu.m: Industry: 3.5 Commerce: 4.0	Source: Website of the People's Government of Shenyang Includes wastewater processing fee (1 RMB/cu. m)
	<b>26. Water rate for general use (per cu.m)</b>	Basic monthly charge: Nil Rate per cu.m: 0.36	Basic monthly charge: Nil Rate per cu.m: 2.4	Source: Same as above Includes wastewater processing fee (0.6 RMB/cu. m)
	<b>27. Gas rate for business use (per cu.m)</b>	Basic monthly charge: Nil Rate per cu.m: 0.59	Basic monthly charge: Nil Rate per cu.m: 3.9	Source: The People's Government of Shenyang Natural gas
	<b>28. Gas rate for general use (per cu.m)</b>	Basic monthly charge: Nil Rate per cu.m: 0.50	Basic monthly charge: Nil Rate per cu.m: 3.3	Source: Same as above Natural gas
<b>Transportation</b>	<b>29. Container transport (40ft container)</b>	(1) 762 (2) 2,661 (3) 1,105	(1) 5,018 (2) 17,538 (3) 7,283	Source: Interviews with a Japanese logistics company Nearest port: Dayaowan Port, Dalian Third-country destination port: Port of Los Angeles (1) Export to Japan: Nearest port (Dayaowan Port) → Port of Yokohama (2) Export to third country: Nearest port (Dayaowan Port) → Third-country destination port (Port of Los Angeles) (3) Import from Japan: Port of Yokohama → Nearest port (Dayaowan Port) Includes cost of land transport between Dalian and Shenyang (10 ton-truck: 3,700 RMB/10 tons) Charges under (2) for shipment to Los Angeles and (3) for shipment from Yokohama include surcharges
	<b>30. Regular gasoline price (1 liter)</b>	1.03	6.8	Source: Gas station inside city of Shenyang (PetroChina) AI-93 gasoline
	<b>31. Diesel oil price (1liter)</b>	1.15	7.57	Source: Same as above No. 35 diesel No. 0 diesel not available
<b>Tax</b>	<b>32. Corporate income tax rate</b>	25%		Same as Beijing
	<b>33. Personal income tax rate (highest rate, %)</b>	45% (maximum tax rate)		Same as Beijing
	<b>34. Value-added tax (VAT) (standard rate, %)</b>	17%		Same as Beijing
	<b>35. Tax on interest remitted to Japan (highest rate, %)</b>	10% (maximum tax rate)		Same as Beijing
	<b>36. Tax on dividends remitted to Japan (highest rate, %)</b>	10% (maximum tax rate)		Same as Beijing
	<b>37. Tax on royalties remitted to Japan (highest rate, %)</b>	10% (maximum tax rate)		Same as Beijing
<b>Overall</b>	<b>38. Remarks</b>	Nil		



Qingdao (China)				
US\$1 = 6.5896 RMB (Interbank rate as of Jan.14, 2011)				
	US\$	RMB	Remarks	
<b>Wages</b>	<b>1. Workers (general workers)</b>	185 /month	1,255 /month	Source: Survey of Japanese-Affiliated Firms in Asia and Oceania -China, Hong Kong, Taiwan, Korea- (conducted by JETRO in Aug - Sep 2010, used average exchange rates in Aug 2010) Regular employment; Base salary; Workers with about 3 year-work experience Total annual burden per employee (including basic salary, various allowances, social security, pay for overtime, bonus, etc.): US\$3,591 (RMB24,374)
	<b>2. Engineers (mid-level engineers)</b>	344 /month	2,338 /month	Source: Same as above Used average exchange rates against US dollar as of August 2010 Regular employment; Base salary; Engineers of vocational college or university graduate level or above with about 5 year - work experience Total annual burden per employee (including basic salary, various allowances, social security, pay for overtime, bonus, etc.): US\$6,480 (RMB43,984)
	<b>3. Managers (department chief level)</b>	650 /month	4,413 /month	Source: Same as above Used average exchange rates against US dollar as of August 2010 Regular employment; Base salary; Managers of university graduate level or above with about 10 year - work experience Total annual burden per employee (including basic salary, various allowances, social security, pay for overtime, bonus, etc.): US\$11,512 (RMB78,134)
	<b>4. Staffs, Non-manufacturing (general level)</b>	427 /month	2,896 /month	Source: Same as above Used average exchange rates against US dollar as of August 2010 Regular employment; Base salary; Workers with about 3 year - work experience Total annual burden per employee (including basic salary, social security, various allowances, pay for overtime, bonus, etc.): US\$8,120 (RMB55,111)
	<b>5. Managers, Non-manufacturing (department chief level)</b>	932 /month	6,327 /month	Source: Same as above Used average exchange rates against US dollar as of August 2010 Regular employment; Base salary; Managers of university graduate level or above with about 10 year - work experience Total annual burden per employee (including basic salary, various allowances, social security, pay for overtime, bonus, etc.): US\$17,009 (RMB115,445)
	<b>6. Shop staffs (Apparel)</b>	292 /month	1,921 /month	Source: Qingdao Labor and Social Security Bureau Average Wage Guidelines for general retail shop staff Used monthly data based upon annual salary, including basic salary, social security, overtime allowance and bonus
	<b>7. Shop staffs (Food)</b>	244 /month	1,608 /month	Source: Same as above Average Wage Guidelines for general food shop staff Used monthly data based upon annual salary, including basic salary, social security, overtime allowance and bonus
	<b>8. Legal minimum wage</b>	7 city districts: 140/month 5 satellite cities: 115/month	7 city districts: 920/month 5 satellite cities: 760/month	Source: Qingdao Labor and Social Security Bureau Revised: May 1, 2010
	<b>9. Bonus payments (fixed bonus + variable bonus)</b>	1.71 months base salary	See the left	Source: Survey on Japanese Companies' Activities in Asia for 2010 -China, Hong Kong, Taiwan, Korea- (conducted by JETRO in Aug- Sept 2010)
	<b>10. Social security burden ratio</b>	Employer's burden rate: 37.4%~45.5% Employee's burden rate: 16%~23% Breakdown of employer's burden rate: Old-age insurance: 20% Medical insurance: 9% Unemployment insurance: 2% Parental insurance: 0.9% Workers' compensation (factory) insurance: 0.5%~1.6% Housing fund: 5%~12% Breakdown of employee's burden rate: Old-age insurance: 8% Medical insurance: 2% Unemployment insurance: 1% Housing fund: 5%~12%		Source: Qingdao Labor and Social Security Bureau
	<b>11. Nominal wage increase rate</b>	2007: 16.1% 2008: 12.2% 2009: 10.6%		Source: Qingdao Staistical Year Book for 2010 (average wage in urban areas)
<b>Land price, office rents, etc.</b>	<b>12. Industrial estate (land) purchase rate</b>	39.46/m <sup>2</sup> (3% tax included) + (1)(2)	260/m <sup>2</sup> (3% tax included) + (1)(2)	Source: Qingdao Economic & Technical Development Area management committee Qingdao Economic & Technical Development Area (1) Land-purchase registration fee: 1,000 sq. m or less: \$29 (200 RMB); 1,000 sq. m or more: additional \$5.80 (40 RMB)/500 sq. m, to maximum of \$5,849 (40,000 RMB) (2) Stamp tax on land-use rights certificate: \$0.70 (5 RMB)
	<b>13. Industrial estate rent (monthly, per sq.m)</b>	1.52 (minimum standard) /month	10 (minimum standard) /month	Source: Qingdao Economic & Technical Development Area management committee Northern industrial park, Qingdao Economic & Technical Development Area Tax included; maintenance fees not included
	<b>14. Office rent (monthly, per sq.m)</b>	23 /month	150 /month	Source: CBRE Qingdao Shandong Qingdao Shi Nan Qu Xiang Gang Zhong Lu Tax included; maintenance fees not included
	<b>15. Store/showroom rent in the city center (monthly, per sq.m)</b>	75.42 /month	497 /month	Source: Cosco Plaza:1st floor (downtown area/across the street from JUSCO) 12 Xiang Gang Zhong Lu, Shinan, Qingdao 1 Per sq.m; Tax included; maintenance fees not included
	<b>16. Housing rent for resident agent (monthly)</b>	1,821 - 3,035 /month	12,000 - 20,000 /month	Source: Kichoo Real Estate (2011.1) Yandao International, Zengcheng Road, Shinan, Qingdao, Condominium 70-225 sq. m/1-LDK Tax included; utilities and property maintenance fees not included Half-year-rent paid in advance for one-year lease Security deposit equal to one month's rent
<b>Tel</b>	<b>17. Telephone installation fee</b>	18	120	Source:China Unicom Ltd Shangdong Branch

Qingdao (China)					
US\$1 = 6.5896 RMB (Interbank rate as of Jan.14, 2011)					
	US\$	RMB	Remarks		
Telecommunication expenses	18. Telephone charge	Basic monthly charge: 3.64 Call rate per min: City call: 0.02 Long-distance call (domestic): 0.11	Basic monthly charge: 24 Call rate per min: City call: 0.11 Long-distance call (domestic): 0.7	Source: Same as above Basic monthly charge + actual call tolls	
	19. International call charge (for 3 min. to Japan)	3.64	24	Source: Same as above	
	20. Mobile phone subscription fee	3.04	20	Source: China Mobile Shandong Issuance costs for SIM card	
	21. Mobile phone basic charge	Basic monthly charge: 7.59 Call rate per min: 0.06	Basic monthly charge: 50 Call rate per min: 0.4	Source: Same as above Basic monthly charge + actual call tolls	
	22. Internet connection fee (Broadband)	Initial contract fee: 27.32 Basic monthly charge: 151.75	Initial contract fee: 180 Basic monthly charge: 1,000	Source: China Unicom, Shandong Branch ADSL connection 2 M, for company use	
Public utility rate	23. Electricity rate for business use (per kWh)	(1) Basic monthly charge: Transformer capacity X 3.04 Rate per kWh: 0.10 - 0.11 (2) Basic monthly charge: Nil Rate per kWh: 0.119 - 0.122	(1) Basic monthly charge: Transformer capacity X 20 Rate per kWh: 0.6734 - 0.6934 (2) Basic monthly charge: Nil Rate per kWh: 0.7845 - 0.8045	Source: Qingdao Municipality Price Control Administration (based upon prices as of July 1, 2008) (1) Heavy industry: base charge + metered charges (2) Ordinary industry/commercial: metered charges	
	24. Electricity rate for general use (per kWh)	Basic monthly charge: Nil Rate per kWh: 0.07 - 0.08	Basic monthly charge: Nil Rate per kWh: 0.4929 - 0.5469	Source: Same as above	
	25. Water rate for business use (per cu.m)	Basic monthly charge: Nil Rate per cu.m: (1) 0.46 (2) 0.53 (3) 0.62	Basic monthly charge: Nil Rate per cu.m: (1) 3.0 (2) 3.5 (3) 4.1	Source: Same as above (Basic usage * basic unit charge) + (excess usage * excess unit charge) Includes RMB0.8/cu. m wastewater processing fee (1): Basic usage (2): an excess usage of 100 - 150% (3): an excess usage of 150 - 200%	
	26. Water rate for general use (per cu.m)	Basic monthly charge: Nil Rate per cu.m: 0.38	Basic monthly charge: Nil Rate per cu.m: 2.5	Source: Same as above Includes RMB0.70/cu. m wastewater processing fee	
	27. Gas rate for business use (per cu.m)	Basic monthly charge: Nil Rate per cu.m: 0.55	Basic monthly charge: Nil Rate per cu.m: 3.6	Source: Same as above LNG	
	28. Gas rate for general use (per cu.m)	Basic monthly charge: Nil Rate per cu.m: 0.36	Basic monthly charge: Nil Rate per cu.m: 2.4	Source: Same as above LNG	
	29. Container transport (40ft container)	(1) a. 100 b. 130 (2) a. 1,850 b. 2,450 (3) a. 550 b. 750	(1) a. 659 b. 857 (2) a. 12,191 b. 16,145 (3) a. 3,624 b. 4,942	Source: COSCO Qingdao Co.,Ltd Third-country destination port: Port of Los Angeles (1) Export to Japan: Nearest port (Port of Qingdao) → Port of Yokohama (2) Export to third country: Nearest port (Port of Qingdao) → Third-country destination port (Port of Los Angeles) (3) Import from Japan: Port of Yokohama → Nearest port (Port of Qingdao) Cargo type a: Dry container Cargo type b: Refrigerated container	
30. Regular gasoline price (1 liter)	1.03	6.82	Source: CNPC, Qingdao branch (12/22/2010) AI-93 gasoline		
31. Diesel oil price (1 liter)	1.09	7.2	Source: Same as above No.10 diesel		
Tax	32. Corporate income tax rate	25%	Same as Beijing		
	33. Personal income tax rate (highest rate, %)	45% (maximum tax rate)	Same as Beijing		
	34. Value-added tax (VAT) (standard rate, %)	17%	Same as Beijing		
	35. Tax on interest remitted to Japan (highest rate, %)	10% (maximum tax rate)	Same as Beijing		
	36. Tax on dividends remitted to Japan (highest rate, %)	10% (maximum tax rate)	Same as Beijing		
	37. Tax on royalties remitted to Japan (highest rate, %)	10% (maximum tax rate)	Same as Beijing		
Overall	38. Remarks	Nil			

Shenzhen (China)				
US\$1 = 6.5896 RMB (Interbank rate as of Jan.14, 2011)				
	US\$	RMB	Remarks	
Wages	1. Workers (general workers)	235 /month	1,597 /month	Source: Survey of Japanese-Affiliated Firms in Asia and Oceania -China, Hong Kong, Taiwan, Korea- (conducted by JETRO in Aug - Sep 2010, used average exchange rates in Aug 2010) Regular employment; Base salary; Workers with about 3 year-work experience Total annual burden per employee (including basic salary, various allowances, social security, pay for overtime, bonus, etc.): US\$4,265 (RMB28,949)
	2. Engineers (mid-level engineers)	530 /month	3,597 /month	Source: Same as above Regular employment; Base salary; Engineers of vocational college or university graduate level or above with about 5 year - work experience Total annual burden per employee (including basic salary, various allowances, social security, pay for overtime, bonus, etc.): US\$8,042 (RMB54,584)
	3. Managers (department chief level)	1,046 /month	7,099 /month	Source: Same as above Regular employment; Base salary; Managers of university graduate level or above with about 10 year - work experience Total annual burden per employee (including basic salary, various allowances, social security, pay for overtime, bonus, etc.): US\$15,589 (RMB105,807)
	4. Staffs, Non-manufacturing (general level)	593 /month	4,026 /month	Source: Same as above Regular employment; Base salary; Workers with about 3 year - work experience Total annual burden per employee (including basic salary, social security, various allowances, pay for overtime, bonus, etc.): US\$10,380 (RMB74,450)
	5. Managers, Non-manufacturing (department chief level)	1,482 /month	10,058 /month	Source: Same as above Regular employment; Base salary Managers of university graduate level or above with about 10 year - work experience Total annual burden per employee (including basic salary, various allowances, social security, pay for overtime, bonus, etc.): US\$24,744 (RMB167,948)
	6. Shop staffs (Apparel)	459 /month	3,023 /month	Source: Shenzhen Staistical Year Book for 2010, based upon 2009-data Average Wage Guidelines for retail shop staff; Used monthly data based upon annual salary, including basic salary, social security, overtime allowance and bonus
	7. Shop staffs (Food)	293 /month	1,931 /month	Source: Same as above Average Wage Guidelines for general food shop staff; Used monthly data based upon annual salary, including basic salary, social security, overtime allowance and bonus
	8. Legal minimum wage	167 /month	1,100 /month	Source: Shenzhen Labor and Social Security Bureau Revised: July 1, 2010
	9. Bonus payments (fixed bonus + variable bonus)	1.28 months base salary	see the left	Source: Survey on Japanese Companies' Activities in Asia for 2010 -China, Hong Kong, Taiwan, Korea- (conducted by JETRO in Aug- Sept 2010)
	10. Social security burden ratio	Employer's burden rate: 10.9%+RMB8-32.9% Employee's burden rate: 8%+RMB4, 10% for workers without a birth certificate registered in Shenzhen 10% for workers with a birth certificate registered in Shenzhen Breakdown of employer's burden rate: Old-age insurance: 10% for Non-Shenzhen register, 11% for Shenzhen register Medical insurance: RMB8, 1%, 6.5% (Non-Shenzhen register), 6.5% (Shenzhen register) Unemployment insurance: 0.4% Parental insurance: 0.5% (only for Shenzhen register) Workers' compensation insurance: 0.5%, 1%, 1.5% Housing fund: 13% (only for Shenzhen register) Breakdown of employee's burden rate: Old-age insurance: 8% Medical insurance: RMB4, 2% (Non-Shenzhen register), 2% (Shenzhen register)		Source: Shenzhenand Labor and Social Security Bureau
	11. Nominal wage increase rate	2007: 10.5% 2008: 12% 2009: 7.5%		Source: Shenzhen Staistical Year Book for 2010 (average wage in urban areas)
Land price, office rents, etc.	12. Industrial estate (land) purchase rate	28 - 109	186 - 720	Source: Shenzhen China Council for International Investment (CCIIP) Shenzhen Grand Industrial Zone (Nanshan district, Futian district, Luohu district, Yantian district, Longgang district, Bao'an district) Tax included
	13. Industrial estate rent (monthly, per sq.m)	4.55 /month	30 /month	Source: Shenzhen Futian Free Trade Zone Shenzhen Futian Free Trade Zone Minimum prices, tax included
	14. Office rent (monthly, per sq.m)	23 /month	150 /month	Source: Soufun Real Estate Excellence Century Center (Fuhua 3rd Rd. Futian, Shenzhen) Tax included Maintenance fee not included: 18 RMB/sq. m
	15. Store/showroom rent in the city center (monthly, per sq.m)	53 /month	350 /month	China Phoenix Building No. 2008 Shennan Avenue, Futian, Shenzhen, Guangdong, China Tax included Maintenance fee not included: 20RMB/sq.m
	16. Housing rent for resident agent (monthly)	2,276 /month	15,000 /month	Source: Same as above Arcadia Court in Futian, Shenzhen Guangdong 3LDK/129 0sq.m Tax included, maintenance fee not included: 4.5RMB/sq.m
Telec	17. Telephone installation fee	15	100	China Unicom Ltd Shenzhen Branch Calculation method for installation fee: (RMB/telephone line)

<b>Shenzhen (China)</b>				
US\$1 = 6.5896 RMB (Interbank rate as of Jan.14, 2011)				
<b>Communication expenses</b>	<b>18. Telephone charge</b>	Basic monthly charge: 5.31 Call rate per min: til 3mins.: 0.03/min 4mins. and longer: 0.02/min	Basic monthly charge: 35 Call rate per min: til 3mins: 0.22/min 4mins. and longer: 0.11/min	Source: Same as above Local Call The rates on the left is set up for city call
	<b>19. International call charge (for 3 min. to Japan)</b>	0 - 7時: 2.19 7 - 24時: 3.64	0 - 7時: 14.4 7 - 24時: 24	Source: Same as above
	<b>20. Mobile phone subscription fee</b>	Nil	Nil	Source: China Mobile Shenzheng
	<b>21. Mobile phone basic charge</b>	Basic monthly charge: 7.59 Call rate per min: 0.06	Basic monthly charge: 50 Call rate per min: 0.39	Source: China Mobile Shenzhen Domestic Call
	<b>22. Internet connection fee (Broadband)</b>	23 - 25	149 - 168	Source: China Telecom Shenzhen 2M: Unlimited connection RMB168/month or RMB936/month or RMB1,788/month
<b>Public utility rate</b>	<b>23. Electricity rate for business use (per kWh)</b>	Basic monthly charge: 101 - 3000KVA: Capacity × 3.64/KVA Rate per kWh: 0.03 - 0.16	Basic monthly charge: 101 - 3000KVA: Capacity × 24/KVA Rate per kWh: 0.2166 - 1.0854	Source: China Southern Power Grid(Shenzhen) Basic monthly charge + Usage charge
	<b>24. Electricity rate for general use (per kWh)</b>	Basic monthly charge: Nil Rate per kWh: 0.1	Basic monthly charge: Nil Rate per kWh: 0.68	Source: Same as above
	<b>25. Water rate for business use (per cu.m)</b>	Basic monthly charge: Nil Rate per cu.m: 0.47 - 1.44	Basic monthly charge: Nil Rate per cu.m: 3.1 - 9.5	Source: Shenzhen Municipal Water Affairs Bureau Charging usage (RMB2.05 - 7.5) + wastewater processing fee (RMB1.05 - 2)
	<b>26. Water rate for general use (per cu.m)</b>	Basic monthly charge: Nil Rate per cu.m: 0.39 - 0.53	Basic monthly charge: Nil Rate per cu.m: 2.6 - 3.5	Source: Same as above Charging usage (RMB1.7 - 2.4) + wastewater processing fee (RMB0.9 - 1.1)
	<b>27. Gas rate for business use (per cu.m)</b>	Basic monthly charge: Nil Rate per cu.m: 2.37	Basic monthly charge: Nil Rate per cu.m: 15.6	Source: Shenzhen Gas Association LPG
	<b>28. Gas rate for general use (per cu.m)</b>	Basic monthly charge: Nil Rate per cu.m: 2.25	Basic monthly charge: Nil Rate per cu.m: 14.8	Same as above
	<b>29. Container transport (40ft container)</b>	(1) 380 (2) 1,950 (3) 950	(1) 2,504 (2) 12,850 (3) 6,260	Source: JC TRANSWORLDWIDE LOGISTICS SERVICE CO.,LTD.GuangZhou Branch Nearest port: Yantian/Shekou Port, Shenzheng (1) Export to Japan: Shekou to Yokohama (2) Export to third country: Yantian to Los Angeles (3) Import from Japan: Yokohama to Shekou Expenses not included
<b>Transportation</b>	<b>30. Regular gasoline price (1 liter)</b>	0.93 - 1.12	6.11 - 7.36	Source: Guangdong Province Price Control Administration Maximum price under law
	<b>31. Diesel oil price (1 liter)</b>	1.00	6.61	Same as above
	<b>Tax</b>	<b>32. Corporate income tax rate</b>	25%	
<b>33. Personal income tax rate (highest rate, %)</b>		45% (highest rate)		Same as Beijing
<b>34. Value-added tax (VAT) (standard rate, %)</b>		17%		Same as Beijing
<b>35. Tax on interest remitted to Japan (highest rate, %)</b>		10% (highest rate)		Same as Beijing
<b>36. Tax on dividends remitted to Japan (highest rate, %)</b>		10% (highest rate)		Same as Beijing
<b>37. Tax on royalties remitted to Japan (highest rate, %)</b>		10% (highest rate)		Same as Beijing
<b>38. Remarks</b>		Nil		
<b>Overall</b>				

Hong Kong (China)				
US\$1 = HK\$7.775 (Interbank rate as of Jan.14, 2011)				
	US\$	HK\$	Remarks	
Wages	1. Workers (general workers)	1,522 /month	11,825 /month	Source: "Survey on Japanese Companies' Activities in Asia for 2010 - China, Hong Kong, Taiwan, Korea" conducted by JETRO in Aug-Sept 2010, using the average exchange rates in August 2010 Regular employment; Base salary; Workers with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, social security, pay for overtime, bonus, etc.): US\$21,878 (HK\$170,000)
	2. Engineers (mid-level engineers)	2,004 /month	15,575 /month	Source: Same as above Used average exchange rate between HK\$ and US\$ in Aug 2010 Regular employment; Base salary Engineers of vocational college or university graduate level or above with about 5 years work experience Total annual burden per employee (including basic salary, various allowances, social security, pay for overtime, bonus, etc.): US\$31,750 (HK\$246,700)
	3. Managers (department chief level)	3,735 /month	29,022 /month	Source: Same as above Used average exchange rates between HK\$ and US\$ in Aug 2010 Regular employment Base salary Managers of university graduate level or above with about 10 years work experience Total annual burden per employee (including basic salary, various allowances, social security, pay for overtime, bonus, etc.): US\$56,703 (HK\$440,590)
	4. Staffs, Non-manufacturing (general level)	1,988 /month	15,445 /month	Survey on Japanese Companies' Activities in Asia in 2010 -China, Hong Kong, Taiwan, Korea- conducted by JETRO in Aug-Sep 2010, used average exchange rates between HK\$ and US\$ in Aug 2010 Regular employment Base salary Workers with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, social security, pay for overtime, bonus, etc.): US\$28,949 (HK\$224,937)
	5. Managers, Non-manufacturing (department chief level)	3,686 /month	28,642 /month	Source: Same as above Used average exchange rates between HK\$ and US\$ in Aug 2010 Regular employment Base salary Managers of university graduate level or above with about 10 year work experience Total annual burden per employee (including basic salary, various allowances, social security, pay for overtime, bonus, etc.): US\$55,986 (HK\$435,023)
	6. Shop staffs (Apparel)	1,307 /month	10,160 /month	Source: Census and Statistics Department, HKSAR; Based upon average wages as of Sept 2010 Base salary, tips, commutation allowance, livelihood allowance, meal allowance, and bonus
	7. Shop staffs (Food)	1,082 /month	8,412 /month	Same as above
	8. Legal minimum wage	3.60/hour	28/hour	Source: Labour Dept., managed by the Labour and Welfare Bureau of HKSAR Revised on May 2011, implemented thereafter
	9. Bonus payments (fixed bonus + variable bonus)	Monthly base *1.87	See the left	Survey on Japanese Companies' Activities in Asia in 2010 -China, Hong Kong, Taiwan, Korea- conducted by JETRO in Aug-Sep 2010
	10. Social security burden ratio	Employer's burden rate: 5% Employee's burden rate: 5%		Source: Mandatory Provident Fund Schemes Authority Mandatory Provident Fund (MPF) Health insurance, etc. can be purchased separately at individual discretion
	11. Nominal wage increase rate	2008: 4.7% 2009: Δ2.6% 2010: 2.5%		Source: Census and Statistics Department, HKSAR
Land price, office rents, etc.	12. Industrial estate (land) purchase rate	309	2,400	Source: Hong Kong Science & Technology Parks Tai Po Industrial Estate Real-estate taxes not included
	13. Industrial estate rent (monthly, per sq.m)	-	-	Source: Same as above No rental properties from the above industrial park
	14. Office rent (monthly, per sq.m)	35 - 152	269 - 1184	Source: Midland Realty Admiralty (central-city business district) No taxes borne by tenants
	15. Store/showroom rent in the city center (monthly, per sq.m)	346 /month	2,691 /month	Underground of Jaffe Road, Causeway Bay, 92.9 sq.m No taxes borne by tenants
	16. Housing rent for resident agent (monthly)	2,444 /month	19,000 /month	Source: Midland Realty Sai Wan Ho (about 30 minutes from central city) Condominium; 64.75sq.m; Furnished properties also available Tax included
Telecommunication	17. Telephone installation fee	61	475	Source: PCCW No installation fee for contract of 12 months or longer (only for residence)
	18. Telephone charge	Basic monthly charge: (1) 14, (2) 18 Call rate per min: Nil	Basic monthly charge: (1) 110, (2) 137.8 Call rate per min: Nil	Source: Same as above Basic monthly charge: (1) residence, (2) commercial No charge on talk time

<b>Hong Kong (China)</b>				
US\$1 = HK\$7.775 (Interbank rate as of Jan.14, 2011)				
<b>Action expenses</b>	<b>19. International call charge (for 3 min. to Japan)</b>	(1) Basic monthly charge: 6.17 (unlimited telephone connection) (2) a. 0.38 (20:00-8:00), 1.08 (8:00-20:00) b. 0.65 (20:00-8:00), 1.08 (8:00-20:00)	(1) Basic monthly charge: 48 (unlimited telephone connection) (2) a. 2.97 (20:00-8:00), 8.4 (8:00-20:00) b. 5.04 (20:00-8:00), 8.4 (8:00-20:00)	Source: Hutchison Telecommunications International Ltd. (1) IDD1966: Basic monthly charge + no charge on talk time when making a call to a fixed phone in Japan (2) IDD1968: Basic monthly charge + charges on talk time a. Hong Kong 3G mobile phone → Japan land-line (charge for 3 min.) b. Hong Kong 3G mobile phone → Japan mobile phone (charge for 3 min.)
	<b>20. Mobile phone subscription fee</b>	Nil	Nil	Source: Same as above
	<b>21. Mobile phone basic charge</b>	Basic monthly charge: 13 - 43 Call rate per min: 0.04 - 0.09	Basic monthly charge: 98 - 338 Call rate per min: 0.3 - 0.7	Source: Same as above Basic price plan divided into five levels from a minimum of HK\$98 to a maximum of HK\$338 Tolls apply to use in excess of free air time Price plans set up at HK\$198 or more provide unlimited data communication services
	<b>22. Internet connection fee (Broadband)</b>	Basic monthly charge金: 31	Basic monthly charge金: 238	Source: PCCW (Netvigator) 30 M, unlimited use, 24-month contract: Connection method: mainly ADSL 100 M, 1,000 M fiber-optic connections also available
<b>Public utility rate</b>	<b>23. Electricity rate for business use (per kWh)</b>	Basic monthly charge: 3.86 Rate per kWh: 0.13	Basic monthly charge: 30 Rate per kWh: 1.019 - 1.028	Source: CLP Method of calculating charges: unit price varies by usage
	<b>24. Electricity rate for general use (per kWh)</b>	Basic monthly charge: 3.99 Rate per kWh: 0.12 - 0.15	Basic monthly charge: 31 Rate per kWh: 0.923 - 1.128	Same as above
	<b>25. Water rate for business use (per cu.m)</b>	Basic monthly charge: Nil Rate per cu.m: 0.59 - 1.41	Basic monthly charge: Nil Rate per cu.m: 4.58 - 10.93	Source: Water Supplies Department, HKSAR Billed every four months in general Unit price varies by industry
	<b>26. Water rate for general use (per cu.m)</b>	Basic monthly charge: Nil Rate per cu.m: 0 - 1.16	Basic monthly charge: Nil Rate per cu.m: 0 - 9.05	Source: Same as above Billed every four months; unit price varies by usage, divided into four levels from 0 to \$HK9.05 Free up to 12 cu. m
	<b>27. Gas rate for business use (per cu.m)</b>	Basic monthly charge: varies by amount of use Rate per cu.m: 0.027 - 0.028	Basic monthly charge: varies by amount of use Rate per cu.m: 0.21 - 0.219	Source: Hong Kong and China Gas Co., Ltd. Basic charge depends on capacity provided by manufacturers Natural gas
	<b>28. Gas rate for general use (per cu.m)</b>	Basic monthly charge: varies by amount of use Rate per cu.m: 0.027 - 0.028	Basic monthly charge: varies by amount of use Rate per cu.m: 0.21 - 0.219	Source: Same as above Basic charge depends on capacity provided by manufacturers Natural gas An additional maintenance fee of HK\$9.5 a month is charged
<b>Transportation</b>	<b>29. Container transport (40ft container)</b>	(1) 800 (2) 2,300 (3) 300	(1) 6,220 (2) 17,883 (3) 2,333	Source: Asia/Oceania Sea Transport Division, Nippon Express Plant (city): Hong Kong Nearest port: Port of Hong Kong Third-country destination port: Port of Los Angeles (1) Export to Japan: Nearest port (Port of Hong Kong) → Port of Yokohama (2) Export to third country: Nearest port (Port of Hong Kong) → Third-country destination port (Port of Los Angeles) (3) Import from Japan: Port of Yokohama → Nearest port (Port of Hong Kong) Sea transport costs include bunker adjustment factor (BAF) and other costs. No charge on land transportation
	<b>30. Regular gasoline price (1 liter)</b>	1.98	15.43	Source: Shell Hong Kong Tax included
	<b>31. Diesel oil price (1liter)</b>	1.38	10.70	Same as above
<b>Tax</b>	<b>32. Corporate income tax rate</b>	16.50%		Source: Appendix 1, Hong Kong tax regulations Capital gains (subject to some conditions), dividends received, interest earned, and income from outside Hong Kong are not taxable
	<b>33. Personal income tax rate (highest rate, %)</b>	15%		Source: Appendix 8, Hong Kong tax regulations Standard tax rates Four levels from a minimum of 2% to a maximum of 17% (progressive taxation), or flat tax of 15%
	<b>34. Value-added tax (VAT) (standard rate, %)</b>	Nil		Source: Customs and Excise Department, HKSAR No VAT Excise tax applies to fuel, tobacco, drinks with 30% or more alcohol by volume, and methyl alcohol and compounds thereof.Source:
	<b>35. Tax on interest remitted to Japan (highest rate, %)</b>	Nil		Not taxable
	<b>36. Tax on dividends remitted to Japan (highest rate, %)</b>	Nil		Not taxable
<b>Overall</b>	<b>37. Tax on royalties remitted to Japan (highest rate, %)</b>	corporate income-tax rates: 4.95%, individual income-tax rates: 4.5%		Source: Hong Kong Legal Information Institute (HKLI) Tax rate when remitter and recipient are not in a parent-company/subsidiary relationship If remitter and recipient are in a parent-company/subsidiary relationship, corporate or personal income-tax rate applies.
	<b>38. Remarks</b>	Nil		

Taipei (Taiwan)				
US\$1 = NT\$29.6 (Interbank rate as of Jan.14, 2011)				
		US\$	NT\$	Remarks
Wages	1. Workers (general workers)	939 /month	29,986 /month	Source: "Survey on Japanese Companies' Activities in Asia for 2010 - China, Hong Kong, Taiwan, Korea" conducted by JETRO in Aug-Sept 2010, using the average exchange rates in August 2010 Regular employment; Base salary Workers with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, social security, pay for overtime, bonus, etc.): US\$15,479 (NT\$494,539)
	2. Engineers (mid-level engineers)	1,280 /month	40,879 /month	Source: Same as above Regular employment; Base salary Engineers of vocational college or university graduate level or above with about 5 years work experience Total annual burden per employee (including basic salary, various allowances, social security, pay for overtime, bonus, etc.): US\$20,526 (NT\$655,749)
	3. Managers (department chief level)	1,898 /month	60,629 /month	Source: Same as above Regular employment; Base salary Managers of university graduate level or above with about 10 years work experience Total annual burden per employee (including basic salary, various allowances, social security, pay for overtime, bonus, etc.): US\$30,809 (NT\$984,275)
	4. Staff, Non-manufacturing (general level)	1,205 /month	38,493 /month	Source: Same as above Regular employment; Base salary; Workers with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, social security, pay for overtime, bonus, etc.): US\$19,851 (NT\$634,195)
	5. Managers, Non-manufacturing (department chief level)	2,162 /month	69,085 /month	Source: Same as above Regular employment; Base salary Managers of university graduate level or above with about 10 years work experience Total annual burden per employee (including basic salary, various allowances, social security, pay for overtime, bonus, etc.): US\$36,736 (NT\$1,173,652)
	6. Shop staff (Apparel)	759 /month	22,471 /month	Source: Council of Labor Affairs press release of May 27, 2010 (2009 survey) Monthly salary for shop sales staff: base salary + allowances + bonus Non-permanent staff included
	7. Shop staff (Food)	507 /month	14,995 /month	Source: Same as above Monthly salary for restaurant/bar staff: base salary + allowances + bonus Non-permanent staff included
	8. Legal minimum wage	604/month	17,880/month	Source: Council of Labor Affairs Revised: Jan 1, 2011
	9. Bonus payments (fixed bonus + variable bonus)	Monthly base * 3.1	See the left	Source: "Survey on Japanese Companies' Activities in Asia in 2010-China, Hong Kong, Taiwan, Korea" conducted by JETRO in Aug-Sept 2010
	10. Social security burden ratio	Employer's burden rate: 11.4% Employee's burden rate: 3.15%  Breakdown of employer's burden rate: Health insurance: 5.27% Workers' compensation (factory) insurance: 6.12% (Employer's compensation insurance policy:  Breakdown of employee's burden rate: Health insurance: 1.55% workers' compensation (factory) insurance: 1.60%		Source: Council of Labor Affairs, Bureau of National Health Insurance/Department of Health/ Executive Yuan Health insurance: Used rates applicable to a minimum monthly salary of NT\$17,880 Workers' compensation insurance: Used rates applicable to a minimum monthly salary of NT\$28,800
	11. Nominal wage increase rate	2008: 0.02% 2009: Δ5.06% 2010 (Jan-Oct): 5.87%		
Land price, office rents, etc.	12. Industrial estate (land) purchase rate	757	22,405	Source: Taiwan Industrial Land Service Network Tainan Technology Industrial Park, 1st-3rd block in East District Tax, expenses, maintenance fees not included
	13. Industrial estate rent (monthly, per sq.m)	2.47 /month	73 /month	Source: Taiwan Industrial Land Service Network Tainan Technology Industrial Park Tax, expenses, maintenance fees not included
	14. Office rent (monthly, per sq.m)	15 /month	452 /month	Source: Sinyi Real Estate Songsshan District, Taipei (financial district) Tax, expenses, maintenance fees not included
	15. Store/showroom rent in the city center (monthly, per sq.m)	30 /month	885 /month	Guangfu South road (the center of Taipei city) 67.8 sq. m, maintenance fee not included; NT\$2,000/sq. m
	16. Housing rent for resident agent (monthly)	1,791 /month	53,000 /month	Source: Starts Taiwan Tianmu (northern Taipei) 3LDK, 119 sq.m, Tax, expenses, maintenance fees not included
	Telecommunication e	17. Telephone installation fee	74	2,200
18. Telephone charge		Basic monthly charge: 2.36-12 Call rate per min: 0.00-0.02	Basic monthly charge: 70-365 Call rate per min: 0.10-0.53	Source: Same as above NT\$1/10 min.-NT\$1.6 (Discount hours: 23:00-08:00 on Mon.-Fri.; midnight - 08:00 on Saturdays, all day Sun. and holidays; Ordinary charge hours: 08:00-23:00 on Mon.-Fri.; 08:00-12:00 on Saturdays)
19. International call charge (for 3 min. to Japan)		1.25 ~ 1.32	37 ~ 39	Source: Same as above Toll calculation method: (1) NT\$1.24/6 sec. (discount hours: Same as above)

<b>Taipei (Taiwan)</b>					
US\$1 = NT\$29.6 (Interbank rate as of Jan.14, 2011)					
<b>Expenses</b>	<b>20. Mobile phone subscription fee</b>	Nil	Nil	Source: Same as above	
	<b>21. Mobile phone basic charge</b>	Basic monthly charge: 6.18 – 57 Call rate per min: 0.06 – 0.30	Basic monthly charge: 183 – 1,683 Call rate per min: 1.80 – 9.00	Source: Same as above Calculation method Basic monthly charge: Five price plans set up at NT\$183, NT\$383, NT\$583, NT\$983, and NT\$1,683 Call charge: NT\$0.03 – NT\$0.15/second	
	<b>22. Internet connection fee (Broadband)</b>	9.76 – 32/month	289 – 945/month	Source: Same as above Total of Hinet connection charges and ADSL charges Connection fees vary with connection speeds: 512 K/64 K, 2 M/128 K, 3 M/384 K, 8 M/640 K	
<b>Public utility rate</b>	<b>23. Electricity rate for business use (per kWh)</b>	Basic monthly charge: 5.64 – 7.97 Rate per kWh: 0.08 – 0.11	Basic monthly charge: 167 – 236 Rate per kWh: 2.41 – 3.13	Source: Taiwan Power Company Basic monthly charge: non-summertime: minimum NT\$167; summertime maximum NT\$236 Rate per kwh = non-summertime: NT\$2.41; summertime maximum NT\$3.13	
	<b>24. Electricity rate for general use (per kWh)</b>	Basic monthly charge: 1.42 Rate per kWh: 0.07 – 0.17	Basic monthly charge: 42 Rate per kWh: 2.10 – 5.10	Source: Same as above Basic monthly charge: both summertime and non-summertime: NT\$2.10 multiplied by base frequency of 40 = NT\$84 (for 2 months)/2 = NT\$42 (\$1.32)/month Rate per kWh = both summertime and non-summer time: NT\$2.1/min, kWh; summertime maximum NT\$5.10	
	<b>25. Water rate for business use (per cu.m)</b>	Basic monthly charge: 0.61 – 1964 Rate per cu.m: 0.25 – 0.41	Basic monthly charge: 18 – 58,120 Rate per cu.m: 7.35 – 12.075	Source: Taiwan Water Corporation Rate varies with diameter of a meter (13mm – 400mm and above)	
	<b>26. Water rate for general use (per cu.m)</b>	Same as above	Same as above	Source: Same as above Rate varies with diameter of a meter (13mm – 400mm and above)	
	<b>27. Gas rate for business use (per cu.m)</b>	Basic monthly charge: 6.76 – 28.4 Rate per cu.m: 0.54	Basic monthly charge: 200 – 840 Rate per cu.m: 16	Source: The Great Taipei Gas Corporation City gas	
	<b>28. Gas rate for general use (per cu.m)</b>	Basic monthly charge: 2.03 – 7.94 Rate per cu.m: 0.54	Basic monthly charge: 60 – 235 Rate per cu.m: 16	Source: Same as above Same as above	
<b>Transportation</b>	<b>29. Container transport (40ft container)</b>	(1) 500 (2) 3,000 (3) 500	(1) 14,800 (2) 88,800 (3) 14,800	Source: Nippon Express (Taiwan) Nearest port: Port of Keelung Third-country destination port: Port of Los Angeles  (1) Export to Japan: Nearest port (Port of Keelung) → Port of Yokohama (2) Export to third country: Nearest port (Port of Keelung) → Third-country destination port (Port of Los Angeles) (3) Import from Japan: Port of Yokohama → Nearest port (Port of Keelung)	
	<b>30. Regular gasoline price (1 liter)</b>	(1) 1.11 (2) 1.08 (3) 1.05	(1) 33 (2) 32 (3) 31	Source: CPC Corporation, Taiwan (1) AI-98 (2) AI-95 (3) AI-93	
	<b>31. Diesel oil price (1liter)</b>	0.98	29	Source: Same as above	
<b>Tax</b>	<b>32. Corporate income tax rate</b>	NT\$120,000 and less: tax exemption Above NT\$120,000: 17%		Article 5, Income Tax Act Amended on June, 2010 Dividends received by other profit-seeking enterprises in Taiwan are tax exempt; received profits are taxable Capital gain on sale of securities is currently tax exempt except for sale of privately-owned securities	
	<b>33. Personal income tax rate (highest rate, %)</b>	Five tax categories from a minimum of 5% to a maximum of 40%		Article 5, Income Tax Act Amended on June, 2010	
	<b>34. Value-added tax (VAT) (standard rate, %)</b>	5% (VAT) (Standard rate)			Refers to (national) business tax Article 10, Value Added and Non-Value Added Business Tax Act
	<b>35. Tax on interest remitted to Japan (highest rate, %)</b>	20% (Maximum rate)			Article 3, Standards of Withholding Rates for Various Incomes
	<b>36. Tax on dividends remitted to Japan (highest rate, %)</b>	20% (Maximum rate)			In accordance with Article 3, Standards of Withholding Rates for Various Incomes, a maximum tax rate of 20% was implemented on Jan.1, 2010.
	<b>37. Tax on royalties remitted to Japan (highest rate, %)</b>	20% (Maximum rate)			Article 3, Standards of Withholding Rates for Various Incomes
<b>Overall</b>	<b>38. Remarks</b>	Nil			



Singapore (Singapore)				
US\$1 = S\$1.2879 (Interbank rate as of Jan.14, 2011)				
		US\$	S\$	Remarks
Wages	1. Workers (general workers)	1,252 /month	1,697 /month	Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2010 survey, conducted by JETRO in Aug- Sept 2010, used average exchange rates against US dollar as of August 2010) Regular employment; Base salary; Workers with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$22,206 (S\$30,091)
	2. Engineers (mid-level engineers)	2,239 /month	3,035 /month	Source: Same as above Regular employment; Base salary; Engineers of vocational college or university graduate level or above with about 5 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$37,266 (S\$50,499)
	3. Managers (department chief level)	3,710 /month	5,027 /month	Source: Same as above Regular employment; Base salary; Managers of university graduate level or above with about 10 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$58,827 (S\$79,717)
	4. Staffs, Non-manufacturing (general level)	1,942 /month	2,631 /month	Source: Same as above Regular employment; Base salary; Staff with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$30,835 (S\$41,785)
	5. Managers, Non-manufacturing (department chief level)	3,786 /month	5,130 /month	Source: Same as above Regular employment; Base salary; Managers of university graduate level or above with about 10 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$59,206 (S\$80,230)
	6. Shop staffs (Apparel)	974	1,254	Source: Ministry of Manpower (MOM) CPF-member full-time employees at a private-sector firm (with 25 or more employees) Average base pay (announced June 30, 2010)
	7. Shop staffs (Food)	838	1,079	Same as above
	8. Legal minimum wage	—	—	No legal minimum wage
	9. Bonus payments (fixed bonus + variable bonus)	2.26 months base salary		Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2010 Survey)
	10. Social security burden ratio	Each account burden rate: 15% Employee's burden rate: 20%  Breakdown for each account: Medical Insurance: 22.9% Pension(Special Account): 17.1% ordinary account: 60.0%		Source: Central Provident Fund (CPF) Rates paid by employer and employee are for employees of private-sector companies aged 50 and under. Breakdown for each account is the value for employees aged 36 through 45. Funds in ordinary account can be used to buy public housing, to purchase insurance authorized by CPF, for education, etc. Revised Sep 1, 2010
	11. Nominal wage increase rate	2008年: 4.2% 2009年: -0.4% 2010年: n.a.		Source: Ministry of Manpower Based on wages of a CPF-member employee employed full-time for one year or longer at a private-sector firm (with 10 or more employees) 2010 figures planned for announcement in May 31, 2011
Land price, office rents, etc.	12. Industrial estate (land) purchase rate	144 - 494	185 - 636	Source: JTC Jurong Town (Industrial complex operated by JTC) Land price in the industrial complex (price of 30-year lease) Excluding GST
	13. Industrial estate rent (monthly, per sq.m)	0.73 - 2.16 /month	0.938 - 2.784 /month	Source: Same as above Jurong Town (Industrial complex operated by JTC) Annual rent in the industrial complex converted to monthly figure Excluding GST
	14. Office rent (monthly, per sq.m)	33 - 100 /month	43.01 - 129.03 /month	Source: Office Compass Calculated from monthly rent per sq.ft. in Raffles Place, Tanjong Pagar, Shenton Way, Marina In addition to rent, other payments required include three months' rent as a deposit, stamp tax, and agency fees to the real estate company
	15. Store/showroom rent in the city center (monthly, per sq.m)	84	108	Source: Office Compass The Heeren (along Orchard Rd., a business district in the city) Calculated from monthly rent per sq. ft.
	16. Housing rent for resident agent (monthly)	2,562 - 7,376 /month	3,300 - 9,500 /month	Source: Rental Singapore Property (1) Aspen Heights River Valley (about five min. south by car from the Orchard business district) Condominium, 123.13 - 147.13 sq. m, 3 bedrooms, furnished Deposit of two months' rent and stamp tax Price range: S\$5,000 - S\$6,500 (2) Park oasis Jurong East (industrial complex area at the east end of Singapore), Condominium, 114.11 - 129.18 sq. m, 3 bedrooms, furnished Deposit of two months' rent and stamp tax Price range: S\$3,300 - S\$4,000 (3) Cairnhill Crest Orchard; 162.19 - 187.11 sq. m, 3 bedrooms, furnished Deposit of two months' rent and stamp tax Price range: S\$8,000 - S\$9,500

Singapore (Singapore)				
US\$1 = S\$1.2879 (Interbank rate as of Jan.14, 2011)				
Telecommunication expenses	17. Telephone installation fee	42	53.5	Source: SingTel Residential use
	18. Telephone charge	Basic monthly charge: 7.62 Call rate per min: 0.0067 - 0.0132	Basic monthly charge: 9.81 Call rate per min: 0.0086 - 0.017	Source: SingTel Monthly charges calculated based on three months' charges Toll charges vary between peak times (9:00 am - 7:00 pm Mon. - Fri.) and off-peak times (7:00 pm - 9:00 am Mon. - Fri., weekends, holidays)
	19. International call charge (for 3 min. to Japan)	0.82 - 2.10	1.05 - 2.70	Source: SingTel When using "019" discounted international dialing, S\$1.05 (landline), S\$1.17 (mobile phone) When using standard international dialing (IDD), S\$2.70
	20. Mobile phone subscription fee	33	42.8	Source: SingTel S\$10.70 to register for service, S\$32.10 for SIM card
	21. Mobile phone basic charge	Basic monthly charge: 11.65 - 150 Call rate per min: 0.12	Basic monthly charge: 15.00 - 192.60 Call rate per min: 0.16	Source: SingTel iOne SuperValue, iOne Plus, iTwo Value, iTwo Plus, iThree Plus mobile-phone plans; 80 - 2,000 minutes free outgoing air time depending on plan, with toll added to minutes in excess of free air time
	22. Internet connection fee (Broadband)	Initial Contract Fee: 116 Basic monthly charge: 280	Initial Contract Fee: 150 Basic monthly charge: 360	Source: SingTel Commercial Business Broadband (Dynamic IP) ADSL access, dedicated connection, 1.5 Mbps; GST (7%) not included
Public utility rate	23. Electricity rate for business use (per kWh)	Basic monthly charge: 5.78 Rate per kWh: 0.18	Basic monthly charge: 7.45 Rate per kWh: 0.23 - 0.24	Source: SP Services High-voltage; When basic monthly charge is included in contract charges S\$11.17 for use in excess of contracted charges; Charges revised Jan. 1, 2011
	24. Electricity rate for general use (per kWh)	Basic monthly charge: Nil Rate per kWh: 0.20	Basic monthly charge: Nil Rate per kWh: 0.26	Source: SP Services Low-voltage; Residential, commercial use; GST (7%) included; Charges revised Jan. 1, 2011
	25. Water rate for business use (per cu.m)	Basic monthly charge: Nil Rate per cu.m: 1.62	Basic monthly charge: Nil Rate per cu.m: 2.08	Source: Public Utility Board (PUB) Water charges (\$1.17/m <sup>3</sup> ) + water-conservation tax (30%) + sewage facility fee (\$0.5607) GST (7%) not included
	26. Water rate for general use (per cu.m)	Basic monthly charge: Nil Rate per cu.m: (1) 1.40 (2) 1.79	Basic monthly charge: Nil Rate per cu.m: (1) 1.80 (2) 2.31	Source: Public Utility Board (PUB) (1) up to 40 cu.m (2) over 40 cu.m Water charges (\$1.17/cu.m, S\$1.40/cu.m over 40 cu.m) + water-conservation tax (30%, 45% over 40 cu.m) + sewage facility fee (\$0.2803); GST (7%) not included
	27. Gas rate for business use (per cu.m)	Basic monthly charge: Nil Rate per kWh: 0.13	Basic monthly charge: Nil Rate per kWh: 0.17	Source: City Gas Charge when using 1,000 kWh or more per month S\$0.1649/cu.m when using 50,000 kWh or more City gas
	28. Gas rate for general use (per cu.m)	Basic monthly charge: Nil Rate per cu.m: 0.13	Basic monthly charge: Nil Rate per kWh: 0.18	Source as above
Transportation	29. Container transport (40ft container)	(1) 600 (2) 2,000 (3) 600		Source: Kline (Singapore) Pte Ltd Plant (city): Singapore Nearest port: Port of Singapore Third-country destination port: Port of Los Angeles (1) Export to Japan: Port of Singapore to Port of Yokohama (2) Export to third country: Port of Singapore to Port of Los Angeles (3) Import from Japan: Port of Yokohama to Port of Singapore
	30. Regular gasoline price (1 liter)	1.48 - 1.53	1.91 - 1.97	Source: Shell, Caltex, SPC Prices before discount; Octane rating 92 - 95; Including GST (7%) Revised Dec. 23, 2010 (Shell, Caltex), Dec. 24, 2010 (SPC)
	31. Diesel oil price (1 liter)	1.13	1.453	Same as above
Tax	32. Corporate income tax rate	17%		Source: Inland Revenue Authority of Singapore From 2010 tax year; 75% of first S\$10,000 and 50% of next S\$290,000 exempted
	33. Personal income tax rate (highest rate, %)	20% (highest rate)		Source: Same as above From 2007 tax year; 3.5 - 20% progressive tax rates; Minimum taxable income: S\$20,000
	34. Value-added tax (VAT) (standard rate, %)	7% (standard rate)		Source: Same as above Name: GST; Revised July 1, 2007
	35. Tax on interest remitted to Japan (highest rate, %)	10% (highest rate)		Article 11 of Agreement between the Government of the Republic of Singapore and the Government of Japan for the Avoidance of Double Taxation and the Prevention of Fiscal Evasion with Respect to Taxes on Income
	36. Tax on dividends remitted to Japan (highest rate, %)	Nil		Article 10 of Agreement between the Government of the Republic of Singapore and the Government of Japan for the Avoidance of Double Taxation and the Prevention of Fiscal Evasion with Respect to Taxes on Income
37. Tax on royalties remitted to Japan (highest rate, %)	10% (highest rate)		Article 12 of Agreement between the Government of the Republic of Singapore and the Government of Japan for the Avoidance of Double Taxation and the Prevention of Fiscal Evasion with Respect to Taxes on Income	
Overall	38. Remarks	Nil		

Kuala Lumpur (Malaysia)				
US\$1 = 3.0575 ringgit (Interbank rate as of Jan.14, 2011)				
	US\$	Ringgit	Remarks	
Wages	1. Workers (general workers)	298 /month	938 /month	Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2010 survey, conducted by JETRO in Aug- Sept 2010, used average exchange rates against US dollar as of August 2010) Regular employment; Base salary; Workers with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$5,615 (17,696ringgit)
	2. Engineers (mid-level engineers)	878 /month	2,768 /month	Source: Same as above Regular employment; Base salary; Engineers of vocational college or university graduate level or above with about 5 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$14,827 (46,730ringgit)
	3. Managers (department chief level)	1,684 /month	5,306 /month	Source: Same as above Regular employment; Base salary; Managers of university graduate level or above with about 10 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$27,587 (86,944ringgit)
	4. Staffs, Non-manufacturing (general level)	872	2,747	Source: Same as above Regular employment; Base salary; Staff with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$14,460 (45,571ringgit)
	5. Managers, Non-manufacturing (department chief level)	1,964	6,188	Source: Same as above Regular employment; Base salary; Managers of university graduate level or above with about 10 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$32,483 (102,374ringgit)
	6. Shop staffs (Apparel)	481	1470	Source: Malaysian Employers Federation (MEF) Average monthly wage in wholesale, retail, trade industry; Wages include base pay only
	7. Shop staffs (Food)	186	569	Source: Same as above Average monthly wage in hotel, restaurant industry; Wages include base pay only
	8. Legal minimum wage	—	—	Under consideration
	9. Bonus payments (fixed bonus + variable bonus)	1.98 months base salary		Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2010 Survey)
	10. Social security burden ratio	Employer's burden rate: 12% Employee's burden rate: 11%		Source: Employees Provident Fund (EPF)
	11. Nominal wage increase rate	2008: (1) 6.09% (2) 5.69% 2009: (1) 5.36% (2) 5.22% 2010: (1) 5.68% (2) 5.28%		Source: Same as above (1) Executive (2) Non-Executive
Land price, office rents, etc.	12. Industrial estate (land) purchase rate	30 - 176	91 - 538	Source: Malaysian Industrial Development Authority (MIDA) Name of Industrial Park: Selangor Tax, Maintenance fee not included
	13. Industrial estate rent (monthly, per sq.m)	n.a.	n.a.	
	14. Office rent (monthly, per sq.m)	20 - 28	62 - 86	Source: Malaysian Industrial Development Authority (MIDA) Kuala Lumpur; Service tax included
	15. Store/showroom rent in the city center (monthly, per sq.m)	14/m2	43/m2	Jalan Raja Chulan Menara Boustead 4.00 ringgit/sq. ft
	16. Housing rent for resident agent (monthly)	654 - 2,453	2,000 - 7,500	Source: Real estate trend Kuala Lumpur; Condominium; 74.32 - 213.67 ringgit per month/sq. m; Facilities include swimming pool, gymnasium, parking, etc.; Tax, Maintenance fee not included
Telecommunication expenses	17. Telephone installation fee	44	135	Source: Telekom Malaysia (TM) For individual (1) Individual: security deposit (75) + stamp tax (10) + installation fee (50) (2) Corporate: security deposit (200 - 500) + stamp tax (10) + installation fee (50) + line fee (50 ringgit for new service, 30 ringgit for existing line)
	18. Telephone charge	Basic monthly charge: (1) 4.25 - 8.18 (2) 6.5 - 14.7 Call rate per min: 0.013	Basic monthly charge: (1) 13 - 25 (2) 20 - 45 Call rate per min: 0.04	Source: Same as above (1) Individual: 13 ringgit up to 1,000 lines, 25 ringgit for 1,000 lines or more (2) Corporate: 20 ringgit up to 1,000 lines, 45 ringgit for 1,000 lines or more Call rate per min: 0.08 ringgit for first two minutes, plus 0.04 ringgit/min. thereafter
	19. International call charge (for 3 min. to Japan)	1.77	5.4	Source: Same as above 1.8 ringgit per min.
	20. Mobile phone subscription fee	(1) 9.81 - 164 (2) 164 - 425	(1) 30 - 500 (2) 500 - 1,300	Source: Maxis Varies by plan (1) Malaysian (2) Alien
	21. Mobile phone basic charge	Basic monthly charge: 9.81 - 164 Call rate per min: 0.033 - 0.98	Basic monthly charge: 30 - 500 Call rate per min: 0.10 - 0.30	Source: Same as above

Kuala Lumpur (Malaysia)				
US\$1 = 3.0575 ringgit (Interbank rate as of Jan.14, 2011)				
	22. Internet connection fee (Broadband)	202	618	Source: Streamyx 1.5Mbps; SDSL; 1 IP
Public utility rate	23. Electricity rate for business use (per kWh)	Basic monthly charge: 196 Rate per kWh: 0.09	Basic monthly charge: 600 Rate per kWh: 0.266	Source: Tenaga Nasional
	24. Electricity rate for general use (per kWh)	Basic monthly charge: 0.98 Rate per kWh: 0.07 – 0.15	Basic monthly charge: 3.00 Rate per kWh: 0.218 – 0.446	Same as above
	25. Water rate for business use (per cu.m)	Basic monthly charge: Nil Rate per cu.m: 0.74	Basic monthly charge: Nil Rate per cu.m: 2.27	Source: Minister of Energy, Green Technology and Water
	26. Water rate for general use (per cu.m)	Basic monthly charge: Nil Rate per cu.m: 0.25	Basic monthly charge: Nil Rate per cu.m: 0.77	Same as above
	27. Gas rate for business use (per cu.m)	Basic monthly charge: 124 Rate per cu.m: 4.26	Basic monthly charge: 378.16 Rate per cu.m: 13.04	Source: Gas Malaysia Natural gas
	28. Gas rate for general use (per cu.m)	Basic monthly charge: 1.33 Rate per cu.m: 5.96	Basic monthly charge: 4.08 Rate per cu.m: 18.22	Same as above
	Transportation	29. Container transport (40ft container)	(1) 450 (2) 2,250 (3) 600	米ドル建て
30. Regular gasoline price (1 liter)		0.62	1.90	Source: Ministry of Domestic Trade, Co-operatives and Consumerism (MDTCC) *RON95
31. Diesel oil price (1liter)		0.59	1.80	Same as above
Tax	32. Corporate income tax rate	20%, 25%		Source: 内国税収入局 With a paid-up capital up to 2.5 million ringgit: (1) Initial 50,000 ringgit: 20%, (2) Over 50,000 ringgit: 25% With a paid-up capital over 2.5 million ringgit: 25%
	33. Personal income tax rate (highest rate, %)	0% – 26% (highest rate)		Source: Same as above
	34. Value-added tax (VAT) (standard rate, %)	Sales tax: 5 – 25% Service tax: 6%		GST (Sales tax+Service tax), standard rate: 10%
	35. Tax on interest remitted to Japan (highest rate, %)	10% (highest rate)		Article 11 of tax treaty between Japan and Malaysia
	36. Tax on dividends remitted to Japan (highest rate, %)	Nil		Article 12 of tax treaty between Japan and Malaysia
	37. Tax on royalties remitted to Japan (highest rate, %)	10% (highest rate)		Article 10 of tax treaty between Japan and Malaysia
Overall	38. Remarks	Nil		

Bangkok (Thailand)				
US\$1 = 30.489 baht (Interbank rate as of Jan.14, 2011)				
		US\$	Baht	Remarks
Wages	1. Workers (general workers)	263 /month	8,326 /month	Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2010 survey, conducted by JETRO in Aug- Sept 2010, used average exchange rates against US dollar as of August 2010) Regular employment; Base salary; Workers with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$5,125 (162,565 baht)
	2. Engineers (mid-level engineers)	588 /month	18,639 /month	Source: Same as above Regular employment; Base salary; Engineers of vocational college or university graduate level or above with about 5 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$9,778 (310,128 baht)
	3. Managers (department chief level)	1,423 /month	45,118 /month	Source: Same as above Regular employment; Base salary; Managers of university graduate level or above with about 10 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$23,769 (753,898 baht)
	4. Staffs, Non-manufacturing (general level)	576 /month	18,282 /month	Source: Same as above Regular employment; Base salary; Staff with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$9,806 (311,024 baht)
	5. Managers, Non-manufacturing (department chief level)	1,492 /month	47,320 /month	Source: Same as above Regular employment; Base salary; Managers of university graduate level or above with about 10 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$24,508 (777,320 baht)
	6. Shop staffs (Apparel)	258 /month	7,858 /month	Source: National Statistical Office Labor Force Survey Monthly average wages (2009) in wholesale, retail, and repairs industries; Bonus, overtime not included
	7. Shop staffs (Food)	214 /month	6,525 /month	Source: Same as above Monthly average wages (2009) in hotel and restaurant industries; Bonus, overtime not included
	8. Legal minimum wage	7.05/day	215/day	Revised: Jan. 1, 2011 Bangkok and surrounding 5 provinces; Minimum wage varies by province
	9. Bonus payments (fixed bonus + variable bonus)	2.71 month base salary		Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2010 Survey)
	10. Social security burden ratio	Employer's burden rate: 5% Employee's burden rate: 5% Government: 2.75%		Source: Social Security Act Seven types of benefits: illness/injury, childbirth, disability, death, old-age pension, dependents, unemployment Insured: employees aged 15 - 59 of private-sector firms with one or more employees; homemakers etc. not included
	11. Nominal wage increase rate	2007: 3.0% 2008: 10.2% 2009: -2.5%		Source: National Statistical Office Labor Force Survey Year-on-year growth rate calculated through simple averaging of quarterly data
Land price, office rents, etc.	12. Industrial estate (land) purchase rate	92	2,812	Source: interviews Amata Nakorn Industrial Estate General industrial area, prices subject to consultation
	13. Industrial estate rent (monthly, per sq.m)	6.89	210	Source: interviews Amata Nakorn Industrial Estate; plant rent (per floor area) General industrial area, prices subject to consultation
	14. Office rent (monthly, per sq.m)	22	680	Source: Website of real-estate firm (Tokyo Development Consultants Thailand) SILOM COMPLEX; Tax and expenses not included
	15. Store/showroom rent in the city center (monthly, per sq.m)	(1) 66 - 98 per sq.m /month (2) 33 - 98 per sq.m /month	(1) 2,000 - 3,000 per sq.m /month (2) 1,000 - 3,000 per sq.m /month	(1) Siam Discovery Center, Rama I Rd., central Bangkok (2) CentralWorld, Rama I Rd., central Bangkok Monthly price per sq. m Tax, expenses not included
	16. Housing rent for resident agent (monthly)	(1) 1,640 (2) 2,230	(1) 50,000 (2) 68,000	Source: Source: Pamphlet published by real-estate firm (Kotobuki) Sukhumvit; (1) Serviced apartment (with maid service), 86 sq. m; (2) Apartment, 240 sq. m Tax, expenses not included * No agency fee payable to real-estate firm; electricity, water unit costs vary by property; corporate leases restricted due to complexity of processing taxes on the property; large number of serviced apartments with cleaning, making beds, and other services provided; large number of properties due to building boom; prices vary with factors such as area, distance from main streets, size, and age of building
Telecommunication expenses	17. Telephone installation fee	110	3,350	Source: TOT (Telephone Organization of Thailand)
	18. Telephone charge	Basic monthly charge: 3.28 Call rate per min: 0.1	Basic monthly charge: 100 Call rate per min: 3 (Local calls charged per call)	Source: TOT (Telephone Organization of Thailand) Local calls charged per call, not per minute Long-distance calls charged per minute, with rates varying by distance and time of day
	19. International call charge (for 3 min. to Japan)	0.69	21	Source: CATテレコム Low-price international calls via Internet; Available simply by dialing the prefix 009 Direct international call costs 20 bahts/min. (60 bahts/3 min.) Other services provide discount international calling plans

<b>Bangkok (Thailand)</b>					
US\$1 = 30.489 baht (Interbank rate as of Jan.14, 2011)					
<b>es</b>	<b>20. Mobile phone subscription fee</b>	Nil	Nil	Source: AIS	
	<b>21. Mobile phone basic charge</b>	Basic monthly charge: 33 Call rate per min: 0.05	Basic monthly charge: 1,000 Call rate per min: 1.5	Source: Same as above Corporate Package: Charges vary by plan; There are three major mobile-phone carriers, and the service plans they provide are fairly fractionalized and change frequently	
	<b>22. Internet connection fee (Broadband)</b>	89	2,700	Source: TOT ADSL; 1M/512k	
<b>Public utility rate</b>	<b>23. Electricity rate for business use (per kWh)</b>	Basic monthly charge: 7.48 Rate per kWh: 0.12	Basic monthly charge: 228 Rate per kWh: 3.62	Source: Metropolitan Electricity Authority Charge calculation method: 12 – 24 kV; peak time: 9:00 am – 10:00 pm (Mon. – Fri.)	
	<b>24. Electricity rate for general use (per kWh)</b>	Basic monthly charge: 1.34 Rate per kWh: 1 – 150kWh: 0.06 151 – 400kWh: 0.09 401kWh – : 0.10	Basic monthly charge: 41 Rate per kWh: 1 – 150kWh: 1.80 151 – 400kWh: 2.78 401kWh – : 2.98	Source: Same as above When using 150 kWh per month	
	<b>25. Water rate for business use (per cu.m)</b>	Basic monthly charge: Nil Rate per cu.m: 0.31 – 0.52	Basic monthly charge: Nil Rate per cu.m: 9.5 – 16	Source: Metropolitan Public Water Company Charge calculation method: unit prices set by level of water use	
	<b>26. Water rate for general use (per cu.m)</b>	Basic monthly charge: Nil Rate per cu.m: 0.28 – 0.46	Basic monthly charge: Nil Rate per cu.m: 8.5 – 14	Same as above	
	<b>27. Gas rate for business use (per cu.m)</b>	Basic monthly charge: Nil Rate per cu.m: 4.53	Basic monthly charge: Nil Rate per cu.m: 138	Source: Ministry of Energy Erawan gas field price; Natural gas Since gas charges vary by industrial park and individual calculation is needed when using gas, prices from gas-field source are shown (as of Dec. 2010)	
	<b>28. Gas rate for general use (per cu.m)</b>	Basic monthly charge: Nil Rate per cu.m: 0.90 – 0.95	Basic monthly charge: Nil Rate per cu.m: 27.5 – 29	Source: Ministry of Energy, Petroleum Authority of Thailand (PTT) LPG; 100 – 118 bahts/4kg canister	
	<b>Transportation</b>	<b>29. Container transport (40ft container)</b>	(1) 1,258 (2) 3,422 (3) 996	(1) 38,353 (2) 104,332 (3) 30,369	Source: Japan-affiliated sea-transport firm (Nippon Express) Plant (city): Amata Nakorn Industrial Estate Nearest port: Laem Chabang Port Third-country destination port: Port of Los Angeles land transport and local charges included (1) Export to Japan: Laem Chabang Port to Port of Yokohama (2) Export to third country: Laem Chabang Port to Port of Los Angeles (3) Import from Japan: Port of Yokohama to Laem Chabang Port
		<b>30. Regular gasoline price (1 liter)</b>	1.31	40	Source: Ministry of Energy Retail price in Bangkok area
<b>31. Diesel oil price (1liter)</b>		0.98	30	Same as above	
<b>Tax</b>	<b>32. Corporate income tax rate</b>	30%			
	<b>33. Personal income tax rate (highest rate, %)</b>	37%		Progressive taxation with five levels from 0 to 37%	
	<b>34. Value-added tax (VAT) (standard rate, %)</b>	7%		GST	
	<b>35. Tax on interest remitted to Japan (highest rate, %)</b>	15%		Article 11 of Thailand/Japan Double Taxation Agreement	
	<b>36. Tax on dividends remitted to Japan (highest rate, %)</b>	10%		Article 10 of Thailand/Japan Double Taxation Agreement	
	<b>37. Tax on royalties remitted to Japan (highest rate, %)</b>	15%		Article 12 of Thailand/Japan Double Taxation Agreement	
<b>Overall</b>	<b>38. Remarks</b>	Nil			

Jakarta (Indonesia)				
US\$1 = 9,064 ruphia (Interbank rate as of Jan.14, 2011)				
		US\$	Rupiah	Remarks
Wages	1. Workers (general workers)	186 /month	1,678,338 /month	Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2010 survey, conducted by JETRO in Aug- Sept 2010, used average exchange rates against US dollar as of August 2010) Regular employment; Base salary; Workers with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$3,247 (29,359,076rupiah)
	2. Engineers (mid-level engineers)	357 /month	3,231,707 /month	Source: Same as above Regular employment; Base salary; Engineers of vocational college or university graduate level or above with about 5 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$6,082 (54,985,684rupiah)
	3. Managers (department chief level)	854 /month	7,725,032 /month	Source: Same as above Regular employment; Base salary; Managers of university graduate level or above with about 10 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$14,303 (129,313,053rupiah)
	4. Staffs, Non-manufacturing (general level)	307 /month	2,774,576 /month	Source: Same as above Regular employment; Base salary; Staff with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$5,333 (48,219,980rupiah)
	5. Managers, Non-manufacturing (department chief level)	1021 /month	9,227,665 /month	Source: Same as above Regular employment; Base salary; Managers of university graduate level or above with about 10 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$16,023 (144,866,711rupiah)
	6. Shop staffs (Apparel)	152 /month	1,378,454 /month	Source: Statistics Indonesia Figures in DKI Jakarta Amount received by employee (salary, allowances, etc.: overtime, bonus not included) Income tax, insurance cost not included
	7. Shop staffs (Food)	144 /month	1,304,372 /month	Same as above
	8. Legal minimum wage	142 /month	1,290,000 /month	Source: DKI Jakarta Revised: Jan. 1, 2011
	9. Bonus payments (fixed bonus + variable bonus)	1.94 month base salary		Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2010 Survey)
	10. Social security burden ratio	Employer's burden rate: 4.24 - 5.74% Employee's burden rate: 2.00% Breakdown of the employer's burden rate Workers' compensation insurance: 0.24 - 1.74% Death insurance: 0.30% Pension: 3.70% Breakdown of the Employee's burden rate Pension: 2.00%		Source: Jamsostek (state-run social insurance company)
	11. Nominal wage increase rate	2008: 8.0% 2009: 10.0% 2010: 4.5%		Rate of legal minimum wage increase in DKI Jakarta (no other information sources)
Land price, office rents, etc.	12. Industrial estate (land) purchase rate	50	—	Source: Kota Bukit Indah Industrial Park Tax not included Maintenance fee: 450rupiah/m2/month
	13. Industrial estate rent (monthly, per sq.m)	3.5 - 4.0	—	Source: Same as above Land rental \$0.5 + building rental \$3.0 - 3.5\$/sq.m Maintenance fee, Tax, Security deposit not included
	14. Office rent (monthly, per sq.m)	20	—	Source: Summitmas Building Maintenance fee included, tax not included
	15. Store/showroom rent in the city center (monthly, per sq.m)	56 - 67 / sq. m	510,000 - 610,000/sq. m	Source: Grand Indonesia Maintenance fee included, tax not included
	16. Housing rent for resident agent (monthly)	2,100 - 3,800	—	Area: Sudirman, Pondok Indah Condominium with swimming pool, 143 - 210 sq. m Maintenance fee included, tax not included
Telecommunication expenses	17. Telephone installation fee	(1) 66.2 (2) 47.4	(1) 600,000 (2) 429,500	Source: Telecom (1) Business use: 105,000 rupiah for cable installation + 450,000 rupiah for connection (10% VAT not included); (2) General use: 105,000 rupiah for cable installation + 295,000 rupiah for connection (10% VAT not included)
	18. Telephone charge	(1) Basic monthly charge: 6.4 Call rate per min: 0.01 (2) Basic monthly charge: 3.6 Call rate per min: 0.01	(1) Basic monthly charge: 57,600 Call rate per min: 125 (2) Basic monthly charge: 32,600 Call rate per min: 125	Source: Same as above Base charge: 10% VAT not included charge for call up to 20 km 9:00 am - 3:00 pm (toll per 2 min. converted to toll per min.) (1) Business use (2) General use
	19. International call charge (for 3 min. to Japan)	1.84	16,650	Source: Same as above 555 rupiah/6 min.
	20. Mobile phone subscription fee	—	—	—

<b>Jakarta (Indonesia)</b>				
US\$1 = 9,064 ruphia (Interbank rate as of Jan.14, 2011)				
<b>Public utility rate</b>	<b>21. Mobile phone basic charge</b>	Basic monthly charge: 5.0 Call rate per min: 0.07 – 0.08	Basic monthly charge: 45,000 Call rate per min: 651 – 750	Source: Telecom Cell Halo Bebas Base charge: includes 10% VAT Air time: 217 rupiah/20 sec. between Telecom Cell users, converted to toll per min.; 250 rupiah/20 sec. to other operators
	<b>22. Internet connection fee (Broadband)</b>	84.3/month	764,500/month	Source: Fastnet Fast Net SOHO (1.5mbps) Initial contract charge: 430,000 rupiah
	<b>23. Electricity rate for business use (per kWh)</b>	Basic monthly charge: — Rate per kWh: 0.08	Basic monthly charge: — Rate per kWh: 680	Charges based on current regulations over 200 kVA; Tax not included; Off peak hour Minimum charge: 40 * capacity (kVA) * Off peak hour charge
	<b>24. Electricity rate for general use (per kWh)</b>	Basic monthly charge: — Rate per kWh: 0.09	Basic monthly charge: — Rate per kWh: 795	Source: Same as above over 2,200 kVA; Tax not included; Off peak hour Minimum charge: 40 * capacity (kVA) * Off peak hour charge
	<b>25. Water rate for business use (per cu.m)</b>	Basic monthly charge: 8.71 Rate per cu.m: 1.38	Basic monthly charge: 78,920 Rate per cu.m: 12,550	Source: Water authority (charges based on current regulations) Tax not included; Group 4A Basic monthly charge: for 1.5-inch meter category, meter maintenance charge of 22,000 rupiah + fixed charge of 56,920 rupiah Charge per cu. m: more than 20 cu m
	<b>26. Water rate for general use (per cu.m)</b>	Basic monthly charge: 2.14 Rate per cu.m: 1.08	Basic monthly charge: 19,390 Rate per cu.m: 9,800	Source: Same as above Tax not included; Group 4A Basic monthly charge: for 0.5-inch meter category, meter maintenance charge of 5,200 rupiah + fixed charge of 14,190 rupiah Charge per cu. m: more than 20 cu m
	<b>27. Gas rate for business use</b>	Basic monthly charge: — Rate per 1mmBtu: 6.4	—	Source: Interview with Indonesia's state-owned gas company Average rate in Indonesia; K-2 (For business); \$4.3/mmBtu + 750 rupiah/m3 LNG
	<b>28. Gas rate for general use</b>	Basic monthly charge: — Rate per 1mmBtu: 6.5	—	Same as above
<b>Transportation</b>	<b>29. Container transport (40ft container)</b>	(1) 900 (2) 3,500 (3) 1,000	—	Source: Interviews with Japanese firms Nearest port: Port of Tanjung Priok Expenses (surcharge) included, local charges not included (1) Export to Japan: Tanjung Priok to Yokohama (Expenses included, Terminal Handling Charge not included) (2) Export to US: Tanjung Priok to Los Angeles (Expenses included, Terminal Handling Charge not included) (3) Import from Japan: Yokohama to Tanjung Priok
	<b>30. Regular gasoline price (1 liter)</b>	0.5	4,500	Source: PT Pertamina Subsidized gasoline
	<b>31. Diesel oil price (1 liter)</b>	0.5	4,500	Source: Same as above Subsidized diesel
<b>Tax</b>	<b>32. Corporate income tax rate</b>	25%		Source: Income tax act Company listing over 40% of their stock: 20%
	<b>33. Personal income tax rate (highest rate, %)</b>	30% (highest rate)		Source: Income tax act
	<b>34. Value-added tax (VAT) (standard rate, %)</b>	10% (standard rate)		VAT act
	<b>35. Tax on interest remitted to Japan (highest rate, %)</b>	10%		Article 11 of tax treaty between Japan and Indonesia
	<b>36. Tax on dividends remitted to Japan (highest rate, %)</b>	(1) 10% (2) 15%		Article 10 of tax treaty between Japan and Indonesia (1) That with 25% or more investment rate (2) That with less than 25% investment rate
	<b>37. Tax on royalties remitted to Japan (highest rate, %)</b>	10%		Article 12 of tax treaty between Japan and Indonesia
<b>Overall</b>	<b>38. Remarks</b>	Nil		



Batam (Indonesia)				
US\$1 = 9,064 rupiah = 1.29 singapore dollars (Interbank rate as of Jan.14, 2011)				
		US\$	Rupiah	Remarks
Wages	1. Workers (general workers)	240 /month	2,166,667 /month	Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2010 survey, conducted by JETRO in Aug- Sept 2010, used average exchange rates against US dollar as of August 2010) Regular employment; Base salary; Workers with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$3,451 (31,199,999rupiah)
	2. Engineers (mid-level engineers)	406 /month	3,666,667 /month	Source: Same as above Regular employment; Base salary; Engineers of vocational college or university graduate level or above with about 5 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$5,752 (51,999,998rupiah)
	3. Managers (department chief level)	977 /month	8,833,333 /month	Source: Same as above Regular employment; Base salary; Managers of university graduate level or above with about 10 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$13,347 (120,666,663rupiah)
	4. Staffs, Non-manufacturing (general level)	n.a.	n.a.	
	5. Managers, Non-manufacturing (department chief level)	n.a.	n.a.	
	6. Shop staffs (Apparel)	152 /month	1,378,454 /month	Source: Statistics Indonesia. Figures for retail sector in Riau Islands Amount received by employee (salary, allowances, etc.); overtime, bonus not included Income tax, insurance cost not included
	7. Shop staffs (Food)	135 /month	1,219,522 /month	Same as above
	8. Legal minimum wage	130/month	1,180,000/month	Revised: Jan. 1, 2011 City of Batam
	9. Bonus payments (fixed bonus + variable bonus)	1.17 month base salary		Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2010 survey)
	10. Social security burden ratio	Same as Jakarta		
	11. Nominal wage increase rate	2008: 11.6% 2009: 8.3% 2010: 6.2%		Source: Application of rate of increase in legal minimum wage (no other information sources)
Land price, office rents, etc.	12. Industrial estate (land) purchase rate	a. 47 - 62 b. 78	a. 60 - 80 Singapore dollar b. 100 Singapore dollar	Source: Interview with management firms a. Latrade Industrial Estate Maintenance fee not included, tax not included b. Panbil Industrial Estate Maintenance fee not included, tax not included
	13. Industrial estate rent (monthly, per sq.m)	a. 3.49 - 3.88 b. 3.10 - 4.65	a. 4.5 - 5.0 Singapore dollar b. 4.0 - 6.0 Singapore dollar	Same as above
	14. Office rent (monthly, per sq.m)	7.75	10 Singapore dollar	Source: Same as above Batamindo Industrial Park Maintenance fee not included, tax not included
	15. Store/showroom rent in the city center (monthly, per sq.m)	19 - 23	25 - 30 Singapore dollar	Facility: Interview with Panbil Mall Maintenance fee included
	16. Housing rent for resident agent (monthly)	(1) 2,946 (2) 969 /month	(1) 3,800 Singapore dollar (2) 1,250 Singapore dollar /month	Source: Same as above (1) Batamindo Executive Village; Apartment; 115 - 138.5 sq. m; Maintenance fee, tax not included (2) Villa Pambil Apartments; Condominium; 100 - 200 sq. m; Maintenance fee not included
	Telecommunication expenses	17. Telephone installation fee	(1) 67 (2) 49	(1) 610,000 (2) 439,500
18. Telephone charge		Same as Jakarta	Same as Jakarta	
19. International call charge (for 3 min. to Japan)		Same as Jakarta	Same as Jakarta	
20. Mobile phone subscription fee		Same as Jakarta	Same as Jakarta	
21. Mobile phone basic charge		Same as Jakarta	Same as Jakarta	
22. Internet connection fee (Broadband)		187 /month	1,695,000 /month	Source: Telecom Batam Telkom Speedy (3mbps), fixed monthly charge, Tax included Separate installation and modem charge
Public utility rat	23. Electricity rate for business use (per kWh)	Basic monthly charge: 3.79 Rate per kWh: 0.11	Basic monthly charge: 34,331 Rate per kWh: 985	Source: PLN Batam (charges based on current regulations) Tax not included; 200kVA - 2000kVA; Monthly use up to 350 hours
	24. Electricity rate for general use (per kWh)	Basic monthly charge: 2.90 Rate per kWh: 0.07	Basic monthly charge: 26,271 Rate per kWh: 601	Source: Same as above Tax not included; Up to 2,200 VA; Over 60 kWh

<b>Batam (Indonesia)</b>				
US\$1 = 9,064 rupiah = 1.29 singapore dollars (Interbank rate as of Jan.14, 2011)				
<b>a</b>	<b>25. Water rate for business use (per cu.m)</b>	Basic monthly charge: 4,74 Rate per cu.m: 1.16	Basic monthly charge: 43,000 Rate per cu.m: 10,500	Source: Batam Industrial Development Authority (charges based on current regulations) Basic monthly charge: metercategory 1.5 inch; Maintenance fee (40,000rupiah) + document printing charge (3,000rupiah) Charge calculation method: More than 40 cu. m
	<b>26. Water rate for general use (per cu.m)</b>	Basic monthly charge: 1,54 Rate per cu.m: 1.10	Basic monthly charge: 14,000 Rate per cu.m: 10,000	Source: Same as above Household group B, metercategory 0.5 inch; Maintenance fee(11,000rupiah) + document printing charge (3,000rupiah) Charge calculation method: More than 40 cu. m
	<b>27. Gas rate for business use (per cu.m)</b>	Same as Jakarta	Same as Jakarta	
	<b>28. Gas rate for general use (per cu.m)</b>	Same as Jakarta	Same as Jakarta	
<b>Transportation</b>	<b>29. Container transport (40ft container)</b>	(1) 1,600 (2) 4,500 (3) 1,300	—	Source: Interviews with Japanese firms Nearest port: Port of Batam  (1) Export to Japan: Nearest port (Port of Batam) → Port of Yokohama; Expenses included; Terminal Handling Charge not included (2) Export to third country: Nearest port (Port of Batam) → Third-country destination port (Port of Los Angeles); Peak season surchrge not included (3) Import from Japan: Port of Yokohama → Nearest port (Port of Batam)
	<b>30. Regular gasoline price (1 liter)</b>	0.50	4,500	Source: PT Pertamina Subsidized gasoline
	<b>31. Diesel oil price (1liter)</b>	0.50	4,500	Source: Same as above Subsidized diesel
<b>Tax</b>	<b>32. Corporate income tax rate</b>	Same as Jakarta		
	<b>33. Personal income tax rate (highest rate, %)</b>	Same as Jakarta		
	<b>34. Value-added tax (VAT) (standard rate, %)</b>	Same as Jakarta		
	<b>35. Tax on interest remitted to Japan (highest rate, %)</b>	Same as Jakarta		
	<b>36. Tax on dividends remitted to Japan (highest rate, %)</b>	Same as Jakarta		
<b>Overall</b>	<b>37. Tax on royalties remitted to Japan (highest rate, %)</b>	Same as Jakarta		
	<b>38. Remarks</b>	—		

Manila (Philippines)				
US\$1 = 44.057 peso (Interbank rate as of Jan.14, 2011)				
		US\$	Peso	Remarks
Wages	1. Workers (general workers)	236 /month	10,675 /month	Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2010 survey, conducted by JETRO in Aug- Sept 2010, used average exchange rates against US dollar as of August 2010) Manila; Regular employment; Base salary; Workers with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$3,897 (176,092peso) [Calabarzon] Base salary: US\$211 (9,552peso) Total annual burden: US\$3,490 (157,674peso) [Subic, Clark] Base salary: US\$201 (9,067peso) Total annual burden: US\$3,833 (173,201peso)
	2. Engineers (mid-level engineers)	388 /month	17,548 /month	Source: Same as above Manila; Regular employment; Base salary; Engineers of vocational college or university graduate level or above with about 5 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$6,841 (309,111peso) [Calabarzon] Base salary: US\$355 (16,045peso), Total annual burden: US\$5,898 (266,489peso) [Subic, Clark] Base salary: US\$388 (17,537peso), Total annual burden: US\$7,083 (320,018peso)
	3. Managers (department chief level)	1,012 /month	45,719 /month	Source: Same as above Manila; Regular employment; Base salary; Managers of university graduate level or above with about 10 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$17,218 (777,970peso) [Calabarzon] Base salary: US\$885 (39,991peso), Total annual burden: US\$14,764 (667,098peso) [Subic, Clark] Base salary: US\$1,133 (51,201peso), Total annual burden: US\$21,449 (969,111peso)
	4. Staffs, Non-manufacturing (general level)	394 /month	17,794 /month	Source: Same as above Manila; Regular employment; Base salary; Staff with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$5,737 (259,235peso) [Calabarzon] Base salary: US\$263 (11,875peso), Total annual burden: US\$3,917 (177,022peso) [Subic, Clark] Base salary: US\$553 (25,000peso), Total annual burden: US\$8,023 (362,504peso)
	5. Managers, Non-manufacturing (department chief level)	1,060 /month	47,427 /month	Source: Same as above Manila; Regular employment; Base salary; Managers of university graduate level or above with about 10 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$16,387 (740,419pesos) [Calabarzon] Base salary: US\$819 (37,000peso), Total annual burden: US\$15,013 (678,341peso) [Subic, Clark] Base salary: US\$1,217 (55,001peso), Total annual burden: US\$17,651 (797,509peso)
	6. Shop staffs (Apparel)	219/month	9,628/month	Source: Starting pay at SM Department Store (equal to minimum wage amount) Daily pay: 8 working hours; Daily pay of 404 peso converted to monthly amount Monthly pay: annual amount/12 months Annual amount including bonus (13 months' pay)
	7. Shop staffs (Food)	219/month	9,628/month	Source: Starting pay at Jollibee fast-food restaurant (equal to minimum wage amount) Daily pay: 8 working hours; Daily pay of 404 peso converted to monthly amount Monthly pay: annual amount/12 months Annual amount including bonus (13 months' pay)
	8. Legal minimum wage	7.15/day	315/day	Source: City of Santa Rosa, Laguna province Revised: June 15, 2011
	9. Bonus payments (fixed bonus + variable bonus)	1.95 month base salary		Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2010 survey) Manila [Calabarzon] 1.29 month base salary [Subic, Clark] 1.68 month base salary
	10. Social security burden ratio	Employer's burden rate: 9.40 % Employee's burden rate: 5.62 % Breakdown of the employer's burden rate: Health insurance: 1.12 % SSS: 7.15 % HDMF: 1.12 %		Source: Philippine Health Insurance Corporation *Base pay: US\$201.74 (8,888pesos)/month SSS: Social Security System HDMF: Home Development and Mutual Fund
	11. Nominal wage increase rate	2008: 5.52% 2009: 0.00% 2010: 5.75%		Source: National Wages and Productivity Commission National Capital Region (non-agricultural)
Land price, office rents, etc.	12. Industrial estate (land) purchase rate	48 - 52	2,100 - 2,300	Source: PHILIPPINE ECOZONES ASSOCIATION (PHILEA) Lima Technology Park Approx. 70 min. by car from National Capital Region; Includes 12% VAT
	13. Industrial estate rent (monthly, per sq.m)	1.7	75	Source: Same as above
	14. Office rent (monthly, per sq.m)	18	780	Along Ayala Ave., Makati, National Capital Region Includes 12% VAT, maintenance fee, etc.
	15. Store/showroom rent in the city center (monthly, per sq.m)	16 - 36/sq. m	700 - 1,600/sq. m	Shopping mall in central Makati (ex. SM department store, Glorietta, Green belt etc.)
	16. Housing rent for resident agent (monthly)	1,362 - 1,702	60,000 - 75,000	Source: Salcedo, central Makati 2-bedroom condominium; 108 sq. m; Featuring swimming pool, parking, gymnasium Includes 12% VAT, parking fee, maintenance fee Minimum one-year lease, prepaid, 2 months' rent paid as security deposit
Telecc	17. Telephone installation fee	(a) 25 (b) 34	(a) 1,100 (b) 1,500	Source: Philippine Long Distance Telephone Company (PLDT) Includes tax, installation; (a) Residence (b) Business

<b>Manila (Philippines)</b>				
US\$1 = 44.057 peso (Interbank rate as of Jan.14, 2011)				
<b>Communication expenses</b>	<b>18. Telephone charge</b>	Basic monthly charge: (a) 16 (b) 32 Call rate per min: (1) Nil (2) 0.12 (3) 0.32	Basic monthly charge: (a) 692 (b) 1,410 Call rate per min: (1) Nil (2) 5.10 (3) 14	Source: Same as above Includes 12% VAT Basic monthly charge: (a) Residence (b) Business Call rate per min: (1) City call (2) Long-distance call (3) To mobile phone
	<b>19. International call charge (for 3 min. to Japan)</b>	1.20	53	Source: Same as above Includes 12% VAT
	<b>20. Mobile phone subscription fee</b>	Nil	Nil	Source: Globe Telecom
	<b>21. Mobile phone basic charge</b>	Basic monthly charge: 41 Call rate per min: 0.15 – 0.17	Basic monthly charge: 1,799 Call rate per min: 6.50 – 7.50	Source: Same as above Includes 12% VAT Includes 210 minutes free air time per month
	<b>22. Internet connection fee (Broadband)</b>	Initial contract fee: Nil Basic monthly charge: 369	Initial contract fee: Nil Basic monthly charge: 16,240	Source: PLDT DSL, 5.0 Mbps (downstream)/512 kbps (upstream) Minimum one-year contract; Includes 12% VAT
<b>Public utility rate</b>	<b>23. Electricity rate for business use (per kWh)</b>	(a) Basic monthly charge: 75+14/kw Rate per kWh: 0.12 (b) Basic monthly charge: 84+15/kw Rate per kWh: 0.13	(a) Basic monthly charge: 3,289+621/kw Rate per kWh: 5.27 (b) Basic monthly charge: 3,684+645/kw Rate per kWh: 5.79	Source: Manila Electric Company (Melalco) (a) Special Economic Zones (VAT not assessed) (b) Out of Special Economic Zones
	<b>24. Electricity rate for general use (per kWh)</b>	Basic monthly charge: 0.66 Rate per kWh: 0.23	Basic monthly charge: 29 Rate per kWh: 9.94	Source: Same as above Monthly usage 201 – 300kWh; Includes VAT
	<b>25. Water rate for business use (per cu.m)</b>	Basic monthly charge: 11 Rate per cu.m: 1.39 – 1.68	Basic monthly charge: 452 Rate per cu.m: 61 – 74	Source: Manila Water Corporation For companies located in special economic zones (VAT not assessed) Basic monthly charge includes service charge Charge per cu. m: included in basic monthly charge for use up to 10 cu. m Charges for more than 10 cu m vary by usage Includes environmental charge and sewage charge
	<b>26. Water rate for general use (per cu.m)</b>	Basic monthly charge: 11 Rate per cu.m: 1.39 – 1.68	Basic monthly charge: 452 Rate per cu.m: 61 – 74	Same as above
	<b>27. Gas rate for business use (per cu.m)</b>	1.41/kg	61.93/kg	Source: Petron LPG; Includes 12% VAT and transportation charges
	<b>28. Gas rate for general use (per cu.m)</b>	1.41/kg	62.18/kg	Source: Same as above LPG; Includes 12% VAT and transportation charges \$16 (684 peso) for 11 kg converted to 1 kg price
	<b>29. Container transport (40ft container)</b>	(1) 857 (2) 3,219 (3) 1,038	(1) 37,740 (2) 141,810 (3) 45,745	Source: Nippon Express (Philippines) (1) Export to Japan: Nearest port (Port of Manila) → Port of Yokohama (2) Export to third country: Nearest port (Port of Manila) → Third-country destination port (Port of Los Angeles) (3) Import from Japan: Port of Yokohama → Nearest port (Port of Manila)
<b>Transportat</b>	<b>30. Regular gasoline price (1 liter)</b>	1.11	49	Source: Petron (National Capital Region) Includes 12% VAT and 4.35-peso (\$0.098) commodity tax/liter
	<b>31. Diesel oil price (1liter)</b>	0.87	38.35	Source: Same as above Includes 12% VAT
	<b>32. Corporate income tax rate</b>	30%		Source: Expanded Value-Added Tax Law Decreased from 35% to 30% effective on Jan. 1, 2009. Local tax (enterprise tax) on net income assessed as 0.75% of net sales
<b>Tax</b>	<b>33. Personal income tax rate (highest rate, %)</b>	32% (highest rate)		Source: Same as above Progressive tax rates of 5 – 32%
	<b>34. Value-added tax (VAT) (standard rate, %)</b>	12% (VAT) (Standard rate)		Source: Same as above
	<b>35. Tax on interest remitted to Japan (highest rate, %)</b>	10% (highest rate)		Application in advance required Article 11 of tax treaty between Japan and the Philippines
	<b>36. Tax on dividends remitted to Japan (highest rate, %)</b>	15% (highest rate)		Application in advance required Article 10 of tax treaty between Japan and the Philippines
	<b>37. Tax on royalties remitted to Japan (highest rate, %)</b>	10% (highest rate)		Application in advance required Article 12 of tax treaty between Japan and the Philippines
<b>Overall</b>	<b>38. Remarks</b>	Nil		

Cebu (Philippines)				
US\$1 = 44.057 peso (Interbank rate as of Jan.14, 2011)				
	US\$	Peso	Remarks	
Wages	1. Workers (general workers)	179 /month	8,098 /month	Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2010 survey, conducted by JETRO in Aug- Sept 2010, used average exchange rates against US dollar as of August 2010) Regular employment; Base salary; Workers with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$3,071 (138,766pesos)
	2. Engineers (mid-level engineers)	314 /month	14,208 /month	Source: Same as above Regular employment; Base salary; Engineers of vocational college or university graduate level or above with about 5 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$5,416 (244,719pesos)
	3. Managers (department chief level)	858 /month	38,770 /month	Source: Same as above Regular employment; Base salary; Managers of university graduate level or above with about 10 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$19,516 (881,770pesos)
	4. Staffs, Non-manufacturing (general level)	457 /month	20,634 /month	Source: Same as above Regular employment; Base salary; Staff with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$7,022 (259,235pesos)
	5. Managers, Non-manufacturing (department chief level)	1,219 /month	55,067 /month	Source: Same as above Regular employment; Base salary; Managers of university graduate level or above with about 10 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$17,750 (802,009pesos)
	6. Shop staffs (Apparel)	154 /month	6,793 /month	Source: Gaisano mall Daily pay of 285 peso converted to monthly amount Annual amount including bonus (13 months' pay)
	7. Shop staffs (Food)	154 /month	6,793 /month	Source: Starting pay at Jollibee fast-food restaurant (equal to minimum wage amount) Daily pay of 285 peso converted to monthly amount Annual amount including bonus (13 months' pay)
	8. Legal minimum wage	6.47/day	285/day	Revised: Sep.1, 2010 City of Cebu
	9. Bonus payments (fixed bonus + variable bonus)	1.70 month base salary		Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2010 survey)
	10. Social security burden ratio	Employer's burden rate: 10.11 % Employee's burden rate: 6.24 % Breakdown of the employer's burden rate: Health insurance: 1.19 % SSS: 7.32 % HDMF: 1.59 %		Philippine Health Insurance Corporation *Base pay: US\$142.32 (6,270pesos)/month SSS: Social Security System HDMF: Home Development and Mutual Fund
	11. Nominal wage increase rate	2008: 6.80% 2009: 0.00% 2010: 6.74%		Source: National Wages and Productivity Commission City of Cebu (non-agricultural)
Land price, office rents, etc.	12. Industrial estate (land) purchase rate	75 - 79	3,300 - 3,500	Source: PHILIPPINE ECOZONES ASSOCIATION (PHILEA) Cebu Light Industrial Park Includes 12% VAT Separate maintenance fee: 1.3 peso (\$0.029)/sq. m/month
	13. Industrial estate rent (monthly, per sq.m)	3.20 - 3.50	141 - 154	Same as above
	14. Office rent (monthly, per sq.m)	14 - 18	600 - 800	Source: CB Richard Ellis Cebu Business Park; Includes 12% VAT and maintenance fee Separate parking charge etc. required
	15. Store/showroom rent in the city center (monthly, per sq.m)	45.4	2,000	Source: Same as above Shopping center in central Cebu; Average per cu. m
	16. Housing rent for resident agent (monthly)	1,525	67,200	Source: Apas, Cebu (Citylights Gardens) 2-bedroom condominium; 107.96 sq. m; Featuring swimming pool, parking, gymnasium Includes 12% VAT, parking fee; Separate maintenance fee 6,000 peso (\$136)/month required Minimum one-year lease, prepaid, two months' rent paid as security deposit
Telecommunication expenses	17. Telephone installation fee	Same as Manila	Same as Manila	
	18. Telephone charge	Same as Manila	Same as Manila	
	19. International call charge (for 3 min. to Japan)	Same as Manila	Same as Manila	
	20. Mobile phone subscription fee	Same as Manila	Same as Manila	
	21. Mobile phone basic charge	Same as Manila	Same as Manila	
	22. Internet connection fee (Broadband)	Same as Manila	Same as Manila	

<b>Cebu (Philippines)</b>				
US\$1 = 44.057 peso (Interbank rate as of Jan.14, 2011)				
<b>Public utility rate</b>	<b>23. Electricity rate for business use (per kWh)</b>	Basic monthly charge: 0.11 Rate per kWh: (a) 0.18 (b) 0.19	Basic monthly charge: 5.00 Rate per kWh: (a) 8.06 (b) 8.79	Source: Visayan Electric Company Includes expenses (a) Special Economic Zone (b) Other area (includes VAT)
	<b>24. Electricity rate for general use (per kWh)</b>	Basic monthly charge: 0.11 Rate per kWh: 0.19	Basic monthly charge: 5.00 Rate per kWh: 8.48	Source: Same as above Includes VAT
	<b>25. Water rate for business use (per cu.m)</b>	Basic monthly charge: 3.09 Rate per cu.m: 0.34 – 1.10	Basic monthly charge: 136 Rate per cu.m: 15 – 48	Source: Metropolitan Cebu Water District Charges for more than 10 cu m vary by usage
	<b>26. Water rate for general use (per cu.m)</b>	Same as above	Same as above	Same as above
	<b>27. Gas rate for business use</b>	1.48/kg	65/kg	Source: Petron Includes 12% VAT and transportation charges, Type of gas: LPG
	<b>28. Gas rate for general use</b>	1.63/kg	72/kg	Source: Same as above Includes 12% VAT, LPG (788pesos (\$17.89)/11 kg)
<b>Transportatic</b>	<b>29. Container transport (40ft container)</b>	(1) 1,350 (2) 2,500 (3) 1,450	(1) 59,477 (2) 110,143 (3) 63,883	Source: Nippon Express (Philippines) (1) Export to Japan: Nearest port (Port of Cebu) → Port of Yokohama (2) Export to third country: Nearest port (Port of Cebu) → Third-country destination port (Port of Los Angeles) (3) Import from Japan: Port of Yokohama → Nearest port (Port of Cebu)
	<b>30. Regular gasoline price (1 liter)</b>	1.20	53	Source: Petron (Cebu) Includes 12% VAT and 4.35-peso (\$0.098) commodity tax/liter
	<b>31. Diesel oil price (1liter)</b>	0.96	43	Source: Same as above Includes VAT
<b>Tax</b>	<b>32. Corporate income tax rate</b>	Same as Manila		
	<b>33. Personal income tax rate (highest rate, %)</b>	Same as Manila		
	<b>34. Value-added tax (VAT) (standard rate, %)</b>	Same as Manila		
	<b>35. Tax on interest remitted to Japan (highest rate, %)</b>	Same as Manila		
	<b>36. Tax on dividends remitted to Japan (highest rate, %)</b>	Same as Manila		
<b>Overall</b>	<b>37. Tax on royalties remitted to Japan (highest rate, %)</b>	Same as Manila		
	<b>38. Remarks</b>			

Hanoi (Vietnam)				
US\$ = 19,500 dong (Interbank rate as of Jan.14, 2011)				
	US\$	Dong	Remarks	
Wages	1. Workers (general workers)	96 /month	—	Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2010 survey, conducted by JETRO in Aug- Sept 2010, used average exchange rates against US dollar as of August 2010) Regular employment; Base salary; Workers with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$1,733
	2. Engineers (mid-level engineers)	265 /month	—	Source: Same as above Regular employment; Base salary; Engineers of vocational college or university graduate level or above with about 5 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$5,194
	3. Managers (department chief level)	621 /month	—	Source: Same as above Regular employment; Base salary; Managers of university graduate level or above with about 10 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$9,967
	4. Staffs, Non-manufacturing (general level)	372 /month	—	Source: Same as above Regular employment; Base salary; Staff with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$5,954
	5. Managers, Non-manufacturing (department chief level)	1,013 /month	—	Source: Same as above Regular employment; Base salary; Managers of university graduate level or above with about 10 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$15,388
	6. Shop staffs (Apparel)	n.a.		
	7. Shop staffs (Food)	n.a.		
	8. Legal minimum wage	79.49/month	1,550,000	Source: Directive no.107, Oct. 29, 2010 Revised: Jan. 1, 2011
	9. Bonus payments (fixed bonus + variable bonus)	1.44 month worth of base salary		Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2010 survey)
	10. Social security burden ratio	Employer's burden rate: 21% Employee's burden rate: 8.5%  Breakdown of employer's burden rate: Social insurance: 16% Health insurance: 3% Unemployment insurance: 1% Trade union fee: 1%  Breakdown of employee's burden rate: Social insurance: 6% Health insurance: 1.5% Unemployment insurance: 1%		Source: Articles 91, 92, and 102 of Law on Social Insurance, Article 13 of Health Law, Hanoi Social Insurance Agency official letter no. 1540
	11. Nominal wage increase rate	n.a.		No official data available
Land price, office rents, etc.	12. Industrial estate (land) purchase rate	—	—	Not available for purchase
	13. Industrial estate rent (monthly, per sq.m)	(1) 0.155 – 0.166 (2) 0.183 – 0.193 /month	—	Source: Interviews with Pho Noi A Industrial Park and Quebo Industrial Park (1)Pho Noi A Industrial Park: US\$60-65/43 years + infrastructure maintenance fee(US\$0.3/year) + VAT(10%) (2)Quebo Industrial Park: \$75 – 80/50years + maintenance fee (US\$0.3/year) + infrastructure maintenance fee (US\$0.2F/L/year) + VAT(10%)
	14. Office rent (monthly, per sq.m)	(1) 26.4 (2) 62 – 65.3 /month	—	Source: Interviews with DMG Tower and Pacific Place a. DMG Tower: \$24 + 10% VAT included b. Pacific Place: \$50-53 + 10% VAT, \$7/month maintenance fee included
	15. Store/showroom rent in the city center (monthly, per sq.m)	(1) (a) 99 – 121、(b) 71.5 – 93.5 (2) 84.7 – 95.7 /month	—	(1) Commercial building in central Hanoi, Vincom tower Maintenance fee, VAT included; (a) 1F (b) 2F (2) Pacific Place Maintenance fee (US\$7), VAT (10%) included
	16. Housing rent for resident agent (monthly)	a. 3,800/month b. 1,950 – 2,500/month	—	Source: Data from Hanoi Tower, Jana Garden a. Hanoi Tower (serviced apartment in central Hanoi): 82 sq. m, furnished, includes tax, utilities, local calls, expenses b. Jana Garden (serviced apartment in southern Hanoi): 83.4 – 100.8 sq. m, furnished, includes tax, utilities
Telecommunication expenses	17. Telephone installation fee	21 – 26	400,000 – 500,000	Source: Vietnam Posts and Telecommunications Group (VNPT) 10% VAT included; Varies by area
	18. Telephone charge	Basic monthly charge: 1.13 Call rate per min: 0.011	Basic monthly charge: 22,000 Call rate per min: 220	Source: Same as above 10% VAT included
	19. International call charge (for 3 min. to Japan)	(1) 0.617 (2) 0.609	(1) 12,034 (2) 11,880	Source: Same as above 10% VAT included (1) Up to 1,200 sec./month: First 6 sec.: 550 dong; 66 dong/sec. thereafter (2) 1,201 sec./month or more: First 6 sec.: 396 dong; 66 dong/sec. thereafter
	20. Mobile phone subscription fee	2,564	50,000	Source: Mobifone 10% VAT included

<b>Hanoi (Vietnam)</b>				
US\$ = 19,500 dong (Interbank rate as of Jan.14, 2011)				
	<b>21. Mobile phone basic charge</b>	Basic monthly charge: 2,51 Call rate per min: (1) 0.045 (2) 0.050	Basic monthly charge: 49,000 Call rate per min: (1) 880.18 (2) 979.82	Source: Same as above 10% VAT included a. Between Mobifone users: First 6 sec.: 88 dong; 14.67 dong/sec. thereafter b. Calls to other carriers: First 6 sec.: 98 dong; 16.33 dong/sec. thereafter
	<b>22. Internet connection fee (Broadband)</b>	Initial installation fee: 135.39 Basic monthly charge: 169.23	Initial installation fee: 2,640,000 Basic monthly charge: 3,300,000	Source: FPT ADSL Megaoffice Unlimited use, Maximum speeds: download 3,072 kbps, Upload 640 kbps, Includes 10% VAT
<b>Public utility rate</b>	<b>23. Electricity rate for business use (per kWh)</b>	Basic monthly charge: Nil Rate per kWh: (1) 0.028 (2) 0.051 (3) 0.099	Basic monthly charge: Nil Rate per kWh: (1) 545.6 (2) 987.8 (3) 1,933.8	Source: Electricity of Vietnam (EVN) 110 kV or more: (1) Off-peak hours: 10:00 pm – 4:00 am (2) Standard hours: Mon. – Sat.: 1) 4:00 – 9:30 am, 2) 11:00 am – 5:00 pm, 3) 8:00 – 10:00 pm Sun.: 4:00 am – 10:00 pm (3) Peak hours: Mon. – Sat.: 1) 9:30 – 11:00 am, 2) 5:00 – 8:00 pm; Sun.: no peak hours
	<b>24. Electricity rate for general use (per kWh)</b>	Basic monthly charge: Nil Rate per kWh: 0.034 – 0.107	Basic monthly charge: Nil Rate per kWh: 660 – 2,079	Source: Same as above Charge per kWh varies with volume used; VAT (10%) included (1) 0–50kWh: 660dong/kWh (2) 51 – 100kWh: 1,104.4dong/kWh (3) 101 – 150kWh: 1,335.4dong/kWh (4) 151 – 200kWh: 1,753.4dong/kWh (5) 201 – 300kWh: 1,894.2dong/kWh (6) 301 – 400kWh: 2,028.4dong/kWh (7) 401kWh – : 2,079dong/kWh
	<b>25. Water rate for business use (per cu.m)</b>	Basic monthly charge: Nil Rate per cu.m: 0.359	Basic monthly charge: Nil Rate per cu.m: 7,000	Source: Hanoi Water Supply Company 5% VAT; Includes 10% environmental protection charge
	<b>26. Water rate for general use (per cu.m)</b>	Basic monthly charge: Nil Rate per cu.m: 0.21 – 0.48	Basic monthly charge: Nil Rate per cu.m: 4,000 – 9,400	Source: Same as above 5% VAT; Includes 10% environmental protection charge
	<b>27. Gas rate for business use</b>	Basic monthly charge: Nil Rate per 1kg: 1.55	Basic monthly charge: Nil Rate per 1kg: 30,152	Source: Based on interviews 48kg: 1,447,300dong LPG
	<b>28. Gas rate for general use</b>	Basic monthly charge: Nil Rate per kg: 1.58	Basic monthly charge: Nil Rate per kg: 30,733	Source: Same as above 12kg: 368,800dong LPG
	<b>29. Container transport (40ft container)</b>	(1) 600 – 1,000 (2) 2,700 (3) 1,000 – 1,600	—	Source: Based on interviews Nearest port: Hai Phong Port Third-country destination port: Port of Long Beach (1) Export to Japan: Hai Phong to Yokohama (2) Export to third country (US): Hai Phong to Long Beach (3) Import from Japan: Yokohama to Hai Phong
<b>Transportation</b>	<b>30. Regular gasoline price (1 liter)</b>	0.84	16,400	Source: Includes 10% VAT Includes traffic tax of 1,000 dong; Price set by government
	<b>31. Diesel oil price (1liter)</b>	0.76	14,750	Same as above
	<b>32. Corporate income tax rate</b>	25%		Law on Corporate Income Tax Preferential tax rates 10 – 20%
<b>Tax</b>	<b>33. Personal income tax rate (highest rate, %)</b>	35% (highest rate)		Law on Personal Income Tax; Seven levels: 5 – 35%
	<b>34. Value-added tax (VAT) (standard rate, %)</b>	0%, 5%, 10%		Law on Value Added Tax; Tax rates vary by product
	<b>35. Tax on interest remitted to Japan (highest rate, %)</b>	10% (highest rate)		Article 11 of tax treaty between Japan and Vietnam
	<b>36. Tax on dividends remitted to Japan (highest rate, %)</b>	0%		Law on Corporate Income Tax (Abolished: Jan. 1, 2004)
	<b>37. Tax on royalties remitted to Japan (highest rate, %)</b>	10% (highest rate)		Article 12 of tax treaty between Japan and Vietnam
<b>Overall</b>	<b>38. Remarks</b>	Nil		



Da Nang (Vietnam)				
US\$ = 19,500 dong (Interbank rate as of Jan.14, 2011)				
	US\$	Dong	Remarks	
Wages	1. Workers (general workers)	107/month	—	Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2010 survey, conducted by JETRO in Aug– Sept 2010, used average exchange rates against US dollar as of August 2010) Regular employment; Base salary; Workers with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$1,816
	2. Engineers (mid-level engineers)	160/month	—	Source: Same as above Regular employment; Base salary; Engineers of vocational college or university graduate level or above with about 5 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$2,724
	3. Managers (department chief level)	321/month	—	Source: Same as above Regular employment; Base salary; Managers of university graduate level or above with about 10 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$5,449
	4. Staffs, Non-manufacturing (general level)	160/month	—	Source: Same as above Regular employment; Base salary; Staff with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$3,205
	5. Managers, Non-manufacturing (department chief level)	n.a.	n.a.	
	6. Shop staffs (Apparel)	n.a.	n.a.	
	7. Shop staffs (Food)	n.a.	n.a.	
	8. Legal minimum wage	69.23/month	1,350,000/month	Source: Directive no.107, Oct. 29, 2010 Revised: Jan. 1, 2011
	9. Bonus payments (fixed bonus + variable bonus)	1.90 month worth of base salary		Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2010 survey)
	10. Social security burden ratio	Same as Hanoi		
	11. Nominal wage increase rate	n.a.		
Land price, office rents, etc.	12. Industrial estate (land) purchase rate	n.a.		
	13. Industrial estate rent (monthly, per sq.m)	0.09	—	Source: Da Nang Export Processing and Industrial Zones Authority (DIEPZA) Hoa Khanh Industrial Park, approx. 10 km from Da Nang International Airport, 20km from Tien Sa \$13.5/sq. m/30 years + \$0.20/year maintenance fee; wastewater processing charge of \$0.33/year, VAT (10%) included
	14. Office rent (monthly, per sq.m)	16.5	—	HAGL, central Da Nang approx. 1 km from international airport 1 Nguyen Van Linh, Hai Chau District 10% VAT not included, maintenance fee included
	15. Store/showroom rent in the city center (monthly, per sq.m)	n.a.		
	16. Housing rent for resident agent (monthly)	950 – 1,100	18,525 – 21,450	Source: Da Nang Riverside Hotel Serviced apartment inside hotel; 10 min. from Da Nang International Airport 65 sq. m (Royal apartment, executive apartment) Includes maintenance fee and VAT; Wi-Fi, parking, breakfast included
	Telecommunication expenses	17. Telephone installation fee	Same as Hanoi	
18. Telephone charge		Same as Hanoi		
19. International call charge (for 3 min. to Japan)		Same as Hanoi		
20. Mobile phone subscription fee		Same as Hanoi		
21. Mobile phone basic charge		Same as Hanoi		
22. Internet connection fee (Broadband)		Same as Hanoi		
Public utility rate	23. Electricity rate for business use (per kWh)	Same as Hanoi		
	24. Electricity rate for general use (per kWh)	Same as Hanoi		
	25. Water rate for business use (per cu.m)	Basic monthly charge: Nil (1) Rate per cu.m: 0.42 (2) Rate per cu.m: 0.63	Basic monthly charge: Nil (1) Rate per cu.m: 8,100 (2) Rate per cu.m: 12,200	Source: Da Nang Water Supply Company (1) Industrial park: includes 5% VAT (2) Service, resort industries: includes 5% VAT
	26. Water rate for general use (per cu.m)	Basic monthly charge: Nil Rate per cu.m: 0.15 – 0.28	Basic monthly charge: Nil Rate per cu.m: 2,950 – 5,400	Source: Same as above Includes 5% VAT Rate per cu.m varies with area, volume used

<b>Da Nang (Vietnam)</b>				
US\$ = 19,500 dong (Interbank rate as of Jan.14, 2011)				
	<b>27. Gas rate for business use</b>	Basic monthly charge: Nil Rate per kg: 1.51	Basic monthly charge: Nil Rate per kg: 29,402	Source: Petrolimex 1,394,000dong/48 kg, VAT included
	<b>28. Gas rate for general use</b>	Basic monthly charge: Nil Rate per kg: 1.56	Basic monthly charge: Nil Rate per kg: 30,333	Same as above 364,000 dong/12 kg, VAT included
<b>Transportation</b>	<b>29. Container transport (40ft container)</b>	(1) 1,500 (2) 3,100 (3) 1,900	—	Source: Based on interviews Transport charges only Nearest port: Da Nang Port Third-country destination port: Port of Los Angeles (1) Export to Japan: Da Nang to Yokohama (2) Export to third country: Da Nang to Los Angeles (3) Import from Japan: Yokohama to Da Nang
	<b>30. Regular gasoline price (1 liter)</b>	Same as Hanoi		
	<b>31. Diesel oil price (1liter)</b>	Same as Hanoi		
<b>Tax</b>	<b>32. Corporate income tax rate</b>	Same as Hanoi		
	<b>33. Personal income tax rate (highest rate, %)</b>	Same as Hanoi		
	<b>34. Value-added tax (VAT) (standard rate, %)</b>	Same as Hanoi		
	<b>35. Tax on interest remitted to Japan (highest rate, %)</b>	Same as Hanoi		
	<b>36. Tax on dividends remitted to Japan (highest rate, %)</b>	Same as Hanoi		
<b>Overall</b>	<b>37. Tax on royalties remitted to Japan (highest rate, %)</b>	Same as Hanoi		
	<b>38. Remarks</b>	Nil		

Ho Chi Minh (Vietnam)				
US\$ = 19,500 dong (Interbank rate as of Jan.14, 2011)				
	US\$	Dong	Remarks	
Wages	1. Workers (general workers)	114 /month	—	Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2010 survey, conducted by JETRO in Aug- Sept 2010, used average exchange rates against US dollar as of August 2010) Regular employment; Base salary; Workers with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$1,891
	2. Engineers (mid-level engineers)	265 /month	—	Source: Same as above Regular employment; Base salary; Engineers of vocational college or university graduate level or above with about 5 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$4,574
	3. Managers (department chief level)	641 /month	—	Source: Same as above Regular employment; Base salary; Managers of university graduate level or above with about 10 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$10,283
	4. Staffs, Non-manufacturing (general level)	379	—	Source: Same as above Regular employment; Base salary; Staff with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$5,638
	5. Managers, Non-manufacturing (department chief level)	946	—	Source: Same as above Regular employment; Base salary; Managers of university graduate level or above with about 10 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$14,456
	6. Shop staffs (Apparel)	n.a.		
	7. Shop staffs (Food)	n.a.		
	8. Legal minimum wage	Same as Hanoi		
	9. Bonus payments (fixed bonus + variable bonus)	1.69 month worth of base salary		Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2010 survey)
	10. Social security burden ratio	Same as Hanoi		
	11. Nominal wage increase rate	Same as Hanoi		
Land price, office rents, etc.	12. Industrial estate (land) purchase rate	—		Not available for purchase
	13. Industrial estate rent (monthly, per sq.m)	0.21 /month	—	Source: Amata Industrial Park marketing division Amata Industrial Park (30 km from inside Ho Chi Minh City, 40 – 60 min. by car) \$85/34 years + maintenance fee (\$0.08/month) + 10% VAT Land use charge of \$0.10 – 0.30/year not included
	14. Office rent (monthly, per sq.m)	38 /month	—	Source: Sun Wah Tower management office Maintenance fee (\$6/month), 10% VAT not included
	15. Store/showroom rent in the city center (monthly, per sq.m)	85/m2	—	Source: Saigon Tax Trade Center marketing division Inside state-run department store in center of commercial district in District 1, Ho Chi Minh City Corner lot on Le Loi Ave. and Nguyen Hue Blvd.; Includes 10% VAT
	16. Housing rent for resident agent (monthly)	2,550 /month	In USD	Source: Saigon Sky Garden marketing division An area where numerous Japanese people live, with many Japanese restaurants in the vicinity, on Le Thanh Ton St., District 1, Ho Chi Minh City Serviced apartment Features swimming pool, parking, tennis court Includes 10% VAT
Telecommunication expenses	17. Telephone installation fee	Same as Hanoi		
	18. Telephone charge	Same as Hanoi		
	19. International call charge (for 3 min. to Japan)	Same as Hanoi		
	20. Mobile phone subscription fee	Same as Hanoi		
	21. Mobile phone basic charge	Same as Hanoi		
	22. Internet connection fee (Broadband)	Same as Hanoi		
Public utility	23. Electricity rate for business use (per kWh)	Same as Hanoi		
	24. Electricity rate for general use (per kWh)	Same as Hanoi		

Ho Chi Minh (Vietnam)				
US\$ = 19,500 dong (Interbank rate as of Jan.14, 2011)				
rate	25. Water rate for business use (per cu.m)	Basic monthly charge: Nil Rate per cu.m: a. 0.38 b. 0.69	Basic monthly charge: Nil Rate per cu.m: a. 7,400 b. 13,500	Source: Saigon Water Company (SAWACO) a. manufacturing b. management, service
	26. Water rate for general use (per cu.m)	Basic monthly charge: Nil Rate per cu.m: 0.226 – 0.538	Basic monthly charge: Nil Rate per cu.m: 4,400–10,500	Source: Same as above Charge per cu. m: 0 – 4 cu. m: 4,400 5 – 6 cu. m: 8,300 7 cu. m and up: 10,500
	27. Gas rate for business use (per cu.m)	1.1 – 1.2/kg	—	Source: Petrolimex Each agency sets a price within this range; LPG
	28. Gas rate for general use (per cu.m)	1.27 – 1.35/kg	24,751 – 26,231/kg	Source: Petrolimex Each agency sets a price within this range; LPG
Transportatic	29. Container transport (40ft container)	(1) 700 (2) 2,195 (3) 1,200	—	Source: VINATRANS Transport charges only Nearest port: Saigon Port (1) Export to Japan: Saigon Port to Yokohama (2) Export to third country: Saigon Port to Port of Los Angeles (3) Import from Japan: Port of Yokohama to Saigon Port
	30. Regular gasoline price (1 liter)	Same as Hanoi		
	31. Diesel oil price (1liter)	Same as Hanoi		
Tax	32. Corporate income tax rate	Same as Hanoi		
	33. Personal income tax rate (highest rate, %)	Same as Hanoi		
	34. Value-added tax (VAT) (standard rate, %)	Same as Hanoi		
	35. Tax on interest remitted to Japan (highest rate, %)	Same as Hanoi		
	36. Tax on dividends remitted to Japan (highest rate, %)	Same as Hanoi		
Overall	37. Tax on royalties remitted to Japan (highest rate, %)	Same as Hanoi		
	38. Remarks	Nil		

Phnom penh (Cambodia)				
US\$1 = 4051.5 riel (Interbank rate as of Jan.14, 2011)				
	US\$	Riel	Remarks	
Wages	1. Workers (general workers)	101 /month	426,500 /month Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2010 survey, conducted by JETRO in Aug- Sept 2010, used average exchange rates against US dollar as of August 2010) Regular employment; Base salary; Workers with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$1,504 (6,376,000Riel)	
	2. Engineers (mid-level engineers)	363 /month	1,540,000 /month Source: Same as above Regular employment; Base salary; Engineers of vocational college or university graduate level or above with about 5 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$4,830 (20,475,000Riel)	
	3. Managers (department chief level)	416 /month	1,764,000 /month Source: Same as above Regular employment; Base salary; Managers of university graduate level or above with about 10 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$5,396 (22,876,000Riel)	
	4. Staffs, Non-manufacturing (general level)	225 /month	952,806 /month Source: Same as above Regular employment; Base salary; Staff with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$3,797 (16,094,794Riel)	
	5. Managers, Non-manufacturing (department chief level)	1,035 /month	4,385,450 /month Source: Same as above Regular employment; Base salary; Managers of university graduate level or above with about 10 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$16,019 (67,905,672Riel)	
	6. Shop staffs (Apparel)	n.a		
	7. Shop staffs (Food)	n.a		
	8. Legal minimum wage	55/month	222,832/month	Revised: Oct. 1, 2010 Livelihood allowance (\$6) required
	9. Bonus payments (fixed bonus + variable bonus)	1.91 month worth of base salary		Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2010 survey)
	10. Social security burden ratio	Natalional Social Insurance Fund (Employer's burden) : 0.8%		Source: Order No.16 (Mar. 2, 2007)
	11. Nominal wage increase rate	n.a.		
Land price, office rents, etc.	12. Industrial estate (land) purchase rate	—	— Not available for purchase by wholly-owned foreign enterprise	
	13. Industrial estate rent (monthly, per sq.m)	0.04	162 Source: Phnom penh SEZ Phnom penh SEZ: US\$50/m2/99 years *As of Feb. 2011: US\$55 per sq.m/99 years	
	14. Office rent (monthly, per sq.m)	10/m2 (1-5floor)	740,515 Source: ICON Professional Building VAT (10%) not included	
	15. Store/showroom rent in the city center (monthly, per sq.m)	7.93/m2 /month	32,124/m2 /month Sydney Shopping Center (Near by central market)	
	16. Housing rent for resident agent (monthly)	1,300 /month	5,266,950 /month Central in Phnom Penh City 1 bed apartment (Skyline Apart); 30 - 40 sq. m VAT included; Electricity rate not included; 2 months' rent paid as security deposit	
Telecommunication expenses	17. Telephone installation fee	15	60,772 Source: Telecom Cambodia	
	18. Telephone charge	Basic monthly charge: 3.00 Call rate per min: (1) 0.01 (2) 0.03 (3) 0.06	Basic monthly charge: 12,154 Call rate per min: (1) 41 (2) 122 (3) 246 Source: Same as above (1) Within Telecom Cambodia network (2) To other fixed phone (3) To Mobile phone	
	19. International call charge (for 3 min. to Japan)	0.45	1,823 Source: Same as above US\$0.15 × 3 minutes = 0.45\$	
	20. Mobile phone subscription fee	0	0 Source: M-Fone	
	21. Mobile phone basic charge	Basic monthly charge: 10 Call rate per min: 0.06 - 0.08	Basic monthly charge: 40,515 Call rate per min: 243 - 324 Source: Same as above	
	22. Internet connection fee (Broadband)	199	806,248 Source: EZECOM Company 1.5MB; VAT not included	
Public utility rate	23. Electricity rate for business use (per kWh)	Rate per kWh: 0.19	Rate per kWh: 782 Source: Phnom penh SEZ	
	24. Electricity rate for general use (per kWh)	Basic monthly charge: Rate per kWh: (1) 0.15 (2) 0.18	Basic monthly charge: Rate per kWh: (1) 610 (2) 720 Source: Electricite Du. Cambodge (1) 0 - 50kWh /month (2) 50kWh - /month	

<b>Phnom penh (Cambodia)</b>				
US\$1 = 4051.5 riel (Interbank rate as of Jan.14, 2011)				
	<b>25. Water rate for business use (per cu.m)</b>	Rate per cu.m: 0.30	Rate per cu.m: 1,215	Source: Phnom penh SEZ VAT (10%) not included
	<b>26. Water rate for general use (per cu.m)</b>	Maintenance fee : 0.01/m3 Rate per cu.m: (1) 0.14 (2) 0.19 (3) 0.25 (4) 0.31	Maintenance fee: 50/m3 Rate per cu.m: (1) 550 (2) 770 (3) 1,010 (4) 1,270	Source: Phnom Penh Water Supply Authority (1) 0 – 7 per cu.m (2) 8 – 15 per cu.m (3) 16 – 50 per cu.m (4) Over 50 per cu.m
	<b>27. Gas rate for business use</b>	1.37/kg	—	Source: TOTAL US\$5.47/4kg
	<b>28. Gas rate for general use</b>	1.37/kg	—	Same as above
<b>Transportation</b>	<b>29. Container transport (40ft container)</b>	(1) 1,250 (2) 750	(1) 5,064,375 (2) 3,038,625	Source: MOL Nearest port: Sihanoukville (1) Export to Japan: Sihanoukville to Yokohama (2) Export to third country: Sihanoukville to Singapore
	<b>30. Regular gasoline price (1 liter)</b>	1.14	4,600	Source: TOTAL
	<b>31. Diesel oil price (1liter)</b>	0.99	4,000	Source: SOKIMEX Company
<b>Tax</b>	<b>32. Corporate income tax rate</b>	20%		
	<b>33. Personal income tax rate (highest rate, %)</b>	20% (highest rate)		0 – 500,000 Riel: 0% 500,001 – 1,250,000 Riel: 5% 1,250,001 – 8,500,000 Riel: 10% 8,500,001 – 12,500,000 Riel: 15% Over 12,500,001 Riel: 20%
	<b>34. Value-added tax (VAT) (standard rate, %)</b>	10% (VAT) (standard rate)		
	<b>35. Tax on interest remitted to Japan (highest rate, %)</b>	14% (Withholding tax)		Law on Taxation, Article 23 – 26
	<b>36. Tax on dividends remitted to Japan (highest rate, %)</b>	14% (Withholding tax)		Law on Taxation, Article 23 – 26
	<b>37. Tax on royalties remitted to Japan (highest rate, %)</b>	14% (Withholding tax)		Law on Taxation, Article 23 – 26
<b>Overall</b>	<b>38. Remarks</b>	Nil		

Yangon (Myanmar)				
US\$1 = 858 Kyat (Actual rate as of Jan.14, 2011)				
	US\$	Kyat	Remarks	
Wages	1. Workers (general workers)	41 /month	40,865 /month	Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2010 survey, conducted by JETRO in Aug- Sept 2010, used average exchange rates against US dollar as of August 2010) Regular employment; Base salary; Workers with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$629 (626,927Kyat)
	2. Engineers (mid-level engineers)	95 /month	94,687 /month	Source: Same as above Regular employment; Base salary; Engineers of vocational college or university graduate level or above with about 5 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$1,406 (1,401,367Kyat)
	3. Managers (department chief level)	238 /month	237,216 /month	Source: Same as above Regular employment; Base salary; Managers of university graduate level or above with about 10 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$5,480 (5,461,943Kyat)
	4. Staffs, Non-manufacturing (general level)	179	178,410	Source: Same as above Regular employment; Base salary; Staff with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$2,643 (2,634,291Kyat)
	5. Managers, Non-manufacturing (department chief level)	445	443,534	Source: Same as above Regular employment; Base salary; Managers of university graduate level or above with about 10 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$6,278 (6,257,314Kyat)
	6. Shop staffs (Apparel)	52 /month	45,000 /month	Source: I-silk apparel shop Base salary only
	7. Shop staffs (Food)	50 /month	42,900 /month	Source: Sedona Hotel Base salary + Meal allowance + Transportation allowance
	8. Legal minimum wage	n.a.	n.a.	
	9. Bonus payments (fixed bonus + variable bonus)	1.11ヵ月分	—	Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2010 survey)
	10. Social security burden ratio	Employer's burden rate: (1) 1.6 - 3.3% (2) 2.5%  Breakdown of the employee's burden rate: (1) 1.0% - 2.0% (2) 1.5%		Source: 社会保険委員会 (1) Payment in dollars (2) Payment in kyat
	11. Nominal wage increase rate	—		No official data available
Land price, office rents, etc.	12. Industrial estate (land) purchase rate	—		Foreigners and foreign companies not permitted to purchase land
	13. Industrial estate rent (monthly, per sq.m)	(1) 0.255 (2) 0.15	(1) 219 (2) 128	(1) Local industrial park (Ministry of Construction): Includes land rent, maintenance fee Renewable annually (2) Mingalardon Industrial Park (joint venture between former Japanese-affiliated firms and Ministry of Construction); Land rent (monthly amount for 38-year leasehold), maintenance fee, tax included
	14. Office rent (monthly, per sq.m)	(1) 18/sq. m (2) 1.75~2.91/sq. m	(1) In US dollar (2) 1,500~2,500/sq. m	(1) Sakura Tower (2) Taw Win Cente Pyay Rd. , Open in Jan, 2011
	15. Store/showroom rent in the city center (monthly, per sq.m)	12.5/㎡	10,725/㎡	Source: Sedona Hotel Office Rent Kaba Aye Pagoda Rd
	16. Housing rent for resident agent (monthly)	1,600 - 2,400	米ドル建て (左記参照)	Source: Golden Hill Tower Golden Hill Tower (Bahan Township); Serviced apartment; 112 sq. m; 2 bedroom with living room, dining room, and kitchen Tax, utilities included
Telecommunication expenses	17. Telephone installation fee	1,748	1,500,000	Source: Ministry of Communications, Posts and Telegraphs (MPT)
	18. Telephone charge	Annual basic charge: 0.62 Call rate per min: 0.02	Annual basic charge: 540 Call rate per min: 15	Source: Same as above
	19. International call charge (for 3 min. to Japan)	8.1	—	Source: Same as above US\$2.7/minute, US\$0.27/6 sec.
	20. Mobile phone subscription fee	(1) 1,806 (2) 583	(1) 1,550,000 (2) 500,000	Source: Myanmar yellow page (1) GSM: Acquisition of right (US\$1,748 or 1,500,000Kyat) +Preoaid fee (US\$58 or 50,000Kyat) (2) CDMA450, CDMA800
	21. Mobile phone basic charge	Annual basic charge: 600 Call rate per min: 0.3	Annual basic charge: 12,000 Call rate per min: 50	Source: Same as above

Yangon (Myanmar)				
US\$1 = 858 Kyat (Actual rate as of Jan.14, 2011)				
	<b>22. Internet connection fee (Broadband)</b>	Initial cost: 1,500 Basic monthly charge: (1) 30 (2) 60	Initial cost: 1,287,000 Basic monthly charge: (1) 25,740 (2) 51,480	Source: Same as above ADSL Initial cost = Installation fee (US\$1,400; 1,201,200Kyat) + Modem charge (US\$100; 85,800Kyat) (1) 256Gz (2) 512Gz
Public utility rate	<b>23. Electricity rate for business use (per kWh)</b>	Basic monthly charge: Nil Rate per kWh: 0.08	Basic monthly charge: Nil Rate per kWh: 69	Source: Ministry of Electric Power No. 2
	<b>24. Electricity rate for general use (per kWh)</b>	Basic monthly charge: Nil Rate per kWh: 0.08	Basic monthly charge: Nil Rate per kWh: 69	Source: Same as above
	<b>25. Water rate for business use (per cu.m)</b>	Basic monthly charge: Nil Rate per cu.m: 0.88	Basic monthly charge: Nil Rate per cu.m: 76	Source: Yangon City Development Committee (YCDC)
	<b>26. Water rate for general use (per cu.m)</b>	Basic monthly charge: Nil Rate per cu.m: 0.44	Basic monthly charge: Nil Rate per cu.m: 378	Source: Same as above
	<b>27. Gas rate for business use</b>	Basic monthly charge: Nil Rate per mmBtu: 9.02	Basic monthly charge: Nil Rate per mmBtu: 7,735	Source: Myanmar Oil and Gas Enterprise
	<b>28. Gas rate for general use</b>	Basic monthly charge: Nil Rate per mmBtu: 9.02	Basic monthly charge: Nil Rate per mmBtu: 7,735	Source: Same as above
Transportation	<b>29. Container transport (40ft container)</b>	(1) 1,400 (2) - (3) 1,700	(1) 1,201,200 (2) - (3) 1,458,600	Source: Japan-affiliated shipping firm Nearest port: Port of Yangon (1) Export to Japan: Port of Yangon to Port of Yokohama (2) Export to third country (US): Estimate unavailable due to U.S. prohibition of imports from Myanmar (since July 2003) (3) Import from Japan: Port of Yokohama → Nearest port (Port of Yangon)
	<b>30. Regular gasoline price (1 liter)</b>	0.85	733	Source: Market price
	<b>31. Diesel oil price (1 liter)</b>	0.80	689	Source: Market price
Tax	<b>32. Corporate income tax rate</b>	30%		Source: Myanmar Ministry of Finance and Revenue When receiving subcontracting revenues in subcontracting industries such as sewing, 10% is taxable as corporate income tax
	<b>33. Personal income tax rate (highest rate, %)</b>	(1) 15% (2) 30% (3) 40%		Source: Same as above (1) Foreign-currency income of foreign-national residents (2) Earned income in kyat (3) Other income in kyat
	<b>34. Value-added tax (VAT) (standard rate, %)</b>	0 - 30%		Same as above When a VAT or equivalent tax applies (1) Name: commercial tax (2) Standard tax rate: varies by product and service; 30 - 200% on luxury items
	<b>35. Tax on interest remitted to Japan (highest rate, %)</b>	15%		Same as above
	<b>36. Tax on dividends remitted to Japan (highest rate, %)</b>	-		Source: Same as above Approval of the Myanmar Investment Commission (MIC) required for remittance
	<b>37. Tax on royalties remitted to Japan (highest rate, %)</b>	20%		Source: Same as above
Overall	<b>38. Remarks</b>	Nil		



New Delhi (India)				
US\$1 = 45.30 rupee (Interbank rate as of Jan.14, 2011)				
		US\$	Rupee	Remarks
Wages	1. Workers (general workers)	294 /month	13,654 /month	Source: "Survey on Japanese-Affiliated Firms in Asia and Oceania for 2010" conducted by JETRO in Aug-Sep 2010, using the average exchange rates in Aug. 2010 Regular employment; Base salary Staff with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$4,331 (201,227 rupees)
	2. Engineers (mid-level engineers)	681 /month	31,635 /month	Source: Same as above Used average exchange rates between Rupee and US\$ in Aug 2010 Regular employment; Base salary Engineers of vocational college or university graduate level or above with about 5 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$10,242 (475,855 rupees)
	3. Managers (department chief level)	2,343 /month	108,881 /month	Source: Same as above Used average exchange rates between Rupee and US\$ in Aug 2010 Regular employment; Base salary Managers of university graduate level or above with about 10 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$25,998 (1,207,896 rupees)
	4. Staffs, Non-manufacturing (general level)	528/month	24,535/month	Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2010 Survey) (conducted in Aug-Sept 2010, used average exchange rates for the rupees against dollars in Aug 2010) Regular employment; Base salary; Staff with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$8,844 (410,892 rupees)
	5. Managers, Non-manufacturing (department chief level)	1,537/month	71,416/month	Source: Same as above Used average exchange rates between Rupee and US\$ in Aug 2010 Regular employment; Base salary Managers of university graduate level or above with about 10 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$24,792 (1,151,883 rupees)
	6. Shop staffs (Apparel)	199 - 265	9,000 - 12,000	Source: Local research firm Monthly base salary for a cashier with 2 or 3 years work experience
	7. Shop staffs (Food)	110 - 177	5,000 - 8,000	Source: Local research firm Monthly base salary for a waiter
	8. Legal minimum wage	Unskilled: 117/month Semi-skilled: 129/month Skilled: 142/month	Unskilled: 5,278/month Semi-skilled: 5,850/month Skilled: 6,448/month	Revised on Feb 1, 2010
	9. Bonus payments (fixed bonus + variable bonus)	Monthly base salary * 1.39	See the left	Survey on Japanese-Affiliated Firms in Asia and Oceania for 2010, conducted by JETRO in Aug-Sep 2010
	10. Social security burden ratio	Employer's burden rate: 18.35% Employee's burden rate: 13.75%  Breakdown of the employer's burden rate: Employee's Provident Fund (EPF): 12% Administrative charge: 1.1% Insurance fee: 0.5% Employee's State Insurance Scheme (ESI): 4.75%  Breakdown of the employee's burden rate: Employee's Provident Fund (EPF): 12% Employee's State Insurance Scheme (ESI): 1.75%		Source: Employees' Provident Fund Organisation etc. Calculated based on base salary + dearness allowance (DA) In addition to the Employees' Provident Fund (EPF), other programs, including company medical insurance, accident insurance, retirement-benefit reserves, and Employees' State Insurance (ESI), have been adopted by some firms ESI is disability and medical insurance for employees earning 6,500 rupees (\$142) or less per month
	11. Nominal wage increase rate	2008: 8% 2009: 11% 2010: n.a.		Source: #3th and #4th Survey on actual wages conducted by Japan Chamber of Commerce and Industry in India: Rate of actual pay-raise
Land price, office rents, etc.	12. Industrial estate (land) purchase rate	44	2,000	Source: Rajasthan State Industrial Development and Investment Corporation Ltd. Neemrana Industrial Area in Rajasthan state: 5% of stamp tax rate etc. not included
	13. Industrial estate rent (monthly, per sq.m)	4.77/sq. m & month	216/sq. m * month	Source: Local real-estate agency Manesar Industrial Area: tax and other expenses included
	14. Office rent (monthly, per sq.m)	(1) 23 - 45 /month (2) 21 - 26 /month	(1) 1,068 - 2,017 /month (2) 968 - 1,184 /month	Source: Local real-estate agency (1) Business district in Saket, Jasola districts of South Delhi (some Japanese-affiliated companies are located) (2) Gurgaon district in Haryana state Includes service tax (10.3%) In some cases, a maintenance fee (including tax) of roughly 269 rupees/sq. m is needed in addition to the basic fee. In some cases, a security deposit is required (the amount is set on a case-by-case basis, though, basically in the range of 3 to 12 month's rent)
	15. Store/showroom rent in the city center (monthly, per sq.m)	157 - 210/m2*month	7,121 - 9,495/sq.m *month	Connaught Place, New Delhi Includes service tax (10.3%)
	16. Housing rent for resident agent (monthly)	(1) 1,766 - 3,863 /month (2) 1,214 - 2,097 /month	(1) 80,000 - 175,000 /month (2) 55,000 - 95,000 /month	Source: Local real-estate agency (1) Vasant Vihar, the South West Delhi district, where many embassies are located and many Japanese are living Single-family housing: 3LDK/floor (2) Gurgaon district in Haryana state Condominium: 3LDK In some cases, deposit is required: 1 to 3 month-rent basically needed By using agency, broker's commission of half a month to a month's rent is basically required
Telecommu	17. Telephone installation fee	11	500	Source: Airtel Phone Price
	18. Telephone charge	Basic monthly charge: 8.50 Call rate per min: 0.01	Basic monthly charge: 385 Call rate per min: 0.37 (1.1 rupees for 3 min.)	Source: Same as above Includes service tax (10.3%)

<b>New Delhi (India)</b>					
US\$1 = 45.30 rupee (Interbank rate as of Jan.14, 2011)					
<b>Communication expenses</b>	<b>19. International call charge (for 3 min. to Japan)</b>	0.73	33 (11 rupees/min)	Source: Same as above Includes service tax (10.3%)	
	<b>20. Mobile phone subscription fee</b>	7.31	331	Source: Same as above 299 Airtel GSM plan; Includes service tax (10.3%)	
	<b>21. Mobile phone basic charge</b>	Basic monthly charge: 7.28 Call rate per min: 0.01	Basic monthly charge: 330 Call rate per min: 0.33	Source: Same as above 299 Airtel GSM plan; Includes service tax (10.3%)	
	<b>22. Internet connection fee (Broadband)</b>	32	1,433	Source: Same as above 1299 plan, 2Mbps, Unlimited downloads; Landline telephone included in set Includes service tax (10.3%)	
<b>Public utility rate</b>	<b>23. Electricity rate for business use (per kWh)</b>	(1) Basic monthly charge: 1.10/kWh Rate per kWh: 0.10 (2) Basic monthly charge: 2.65/kVA Rate per kWh: 0.09	(1) Basic monthly charge: 50/kWh Rate per kWh: 4.62 – 4.52 (2) Basic monthly charge: 120/kVA Rate per kWh: 4.29	(1) Delhi Source: BSES Delhi 10 – 100kW Rate per kWh: includes tax (5%) charge per kWh: 4.62 rupees from April to September, 4.52 rupees from October to March (2) Haryana state Source: Haryana Electricity Regulatory Commission 50kW to 220kV charge per kWh, including tax (0.15 rupees/kWh) and feul surcharge (0.31 rupees/kWh)	
	<b>24. Electricity rate for general use (per kWh)</b>	Basic monthly charge: 0.26/kWh Rate per kWh: 0.06 – 0.11	Basic monthly charge: 12/kWh Rate per kWh: 2.57 – 4.88	Source: BSES Delhi Over 5kW, Rate per kWh includes tax (5%) Charge per kW: Usage of 200kwh units or less: 2.57 rupees Usage of more than 200 but not more than 400 units: 4.15 rupees Portion in excess of 400kwh units: 4.88 rupees	
	<b>25. Water rate for business use (per cu.m)</b>	(1) Basic monthly charge: 20 Rate per cu.m: 2.21 (2) Basic monthly charge: 331 Rate per cu.m: 0.20	(1) Basic monthly charge: 900 Rate per cu.m: 100 (2) Basic monthly charge: 15,000 Rate per cu.m: 9	(1) Delhi Source: Delhi Jal Board Usage: Over 100 cu.m 10 cu.m and less: 400 rupees and 10 rupees over 10 cu.m but not more than 25m cu.m: 600 rupees and 20 rupees over 25 cu.m but not more than 50 cu.m: 700 rupees and 50 rupees over 50 cu.m but not more than 100 cu.m: 800 rupees and 80 rupees over 100 cu.m: 900 rupees and 100 rupees (2) Haryana state Source: Haryana State Industrial and Infrastructure Development Corporation Industrial land use of an acre and over, but not more than 2 acres: basic charge varies with square footage	
	<b>26. Water rate for general use (per cu.m)</b>	Basic monthly charge: 4.42 Rate per cu.m: 0.55	Basic monthly charge: 200 (usage: over 30 cu.m) Rate per cu.m: 25 (usage: over 30 cu.m)	Source: Delhi Jal Board Usage: over 30 cu.m 10 cu.m or less: 50 rupees and 2 rupees over 10 cu.m to 20 cu.m: 100 rupees and 3 rupees over 20 cu.m to 30 cu.m: 150 rupees and 15 rupees over 30 cu.m: 200 rupees and 25 rupees	
	<b>27. Gas rate for business use (per cu.m)</b>	Basic monthly charge: Nil 1.43/kg	Basic monthly charge: Nil 65/kg	LPGSource: Indian Oil Charge per cylinder LP gas (each cylinder weighs 19 kg)	
	<b>28. Gas rate for general use (per cu.m)</b>	Basic monthly charge: Nil 0.54/kg	Basic monthly charge: Nil 24/kg	Source: Same as above LPGCharge per cylinder LP gas (each cylinder weighs 19 kg)	
	<b>Transportation</b>	<b>29. Container transport (40ft container)</b>	(1) 1,819 (2) 3,967 (3) 3,775	billed in dollars	Source: Interviews with Japan-affiliated logistics firms Nearest port: Mumbai JNPT Port Third-country destination port: Port of Los Angeles Transport costs not including marine insurance and customs expenses Includes land transportation costs from Delhi to Mumbai Port (1) Export to Japan: Nearest port (Mumbai JNPT Port) → Port of Yokohama (2) Export to third country: Nearest port (Mumbai JNPT Port) → Third-country destination port (Port of Los Angeles) (3) Import from Japan: Port of Yokohama → Nearest port (Mumbai JNPT Port)
		<b>30. Regular gasoline price (1 liter)</b>	1.23	55.87	Source: Indian Oil
<b>31. Diesel oil price (1liter)</b>		0.83	37.75	Source: Same as above	
<b>Tax</b>	<b>32. Corporate income tax rate</b>	National tax: 30% Local tax: Nil Other public taxes: Nil		Effective tax rate: 33.2175%, including 30% multiplied by (7.5% surcharge) and then multiplied by (3% additional education tax)	
	<b>33. Personal income tax rate (highest rate, %)</b>	30% (Maximum tax rate)		Progressive taxation: earning 160,000 rupees or less: 0% earning over 160,000 rupees to 500,000 rupees: 10% earning over 500,000 rupees to 800,000 rupees: 20% earning over 800,000 rupees: 30% Education tax (3%) are added to each category	
	<b>34. Value-added tax (VAT) (standard rate, %)</b>	12.5% (VAT) (Standard tax rate)		Specific raw materials, necessities of living, IT products, etc.: 4% Gold, silver, jewels: 1% Petroleum products, alcoholic beverages: 20% Some states have adopted different tax rates	
	<b>35. Tax on interest remitted to Japan (highest rate, %)</b>	10% (Maximum tax rate)		Article 11 of tax treaty between Japan and India Revised: April 1, 2007	
	<b>36. Tax on dividends remitted to Japan (highest rate, %)</b>	15% (Maximum tax rate)		Effective tax rate: 16.60875% Should be remarked when sending a remittance	
	<b>37. Tax on royalties remitted to Japan (highest rate, %)</b>	10% (Maximum tax rate)		Article 11 of tax treaty between Japan and India Revised: April 1, 2007 Should be remarked when sending a remittance	
<b>Overall</b>	<b>38. Remarks</b>	Nil			

<b>Mumbai (India)</b>				
US\$1 = 45.30 rupee (Interbank rate as of Jan.14, 2011)				
		US\$	Rupee	Remarks
<b>Wages</b>	<b>1. Workers (general workers)</b>	306 /month	14,200 /month	Source: "Survey on Japanese-Affiliated Firms in Asia and Oceania for FY 2010" conducted by JETRO in Aug-Sept 2010, using the average exchange rates in Aug 2010 Regular employment; Base salary; Workers with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, social security, pay for overtime, bonus, etc.): US\$4,144 (192,527 rupees)
	<b>2. Engineers (mid-level engineers)</b>	619 /month	28,750 /month	Source: Same as above Used average exchange rates for the rupees against dollars in Aug 2010 Regular employment; Base salary Engineers of vocational college or university graduate level or above with about 5 years work experience Total annual burden per employee (including basic salary, various allowances, social security, pay for overtime, bonus, etc.): US\$9,612 (446,567 rupees)
	<b>3. Managers (department chief level)</b>	1,291 /month	60,001 /month	Source: Same as above Used average exchange rates for the rupees against dollars in Aug 2010 Regular employment; Base salary Managers of university graduate level or above with about 10 years work experience Total annual burden per employee (including basic salary, various allowances, social security, pay for overtime, bonus, etc.): US\$19,533 (907,510 rupees)
	<b>4. Staffs, Non-manufacturing (general level)</b>	621 /month	28,850 /month	Source: Same as above Used average exchange rates for the rupees against dollars in Aug 2010 Regular employment; Base salary; Staff with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, social security, pay for overtime, bonus, etc.): US\$10,044 (466,672 rupees)
	<b>5. Managers, Non-manufacturing (department chief level)</b>	1,612 /month	74,901 /month	Source: Same as above Used average exchange rates for the rupees against dollars in Aug 2010 Regular employment; Base salary Managers of university graduate level or above with about 10 years work experience Total annual burden per employee (including basic salary, various allowances, social security, pay for overtime, bonus, etc.): US\$26,765 (1,243,513 rupees)
	<b>6. Shop staffs (Apparel)</b>	Managers: (1) 147 - 184/month (2) 276 - 552/month (3) 552 - 920/month	Managers: (1) 6,666 - 8,333/month (2) 12,500 - 25,000/month (3) 25,000 - 41,666/month	Source: Technopak (A private consulting firm) URL: www.technopak.com Tax and exchanges included (1) Work experience with a year or less (2) Work experience with two to four years (3) Work experience with five to ten years
	<b>7. Shop staffs (Food)</b>	Managers: (1) 147 - 221/month (2) 276 - 368/month (3) 460 - 644/month (4) 644 - 920/month	Managers: (1) 6,666 - 10,000/month (2) 12,500 - 16,666/month (3) 20,833 - 29,166/month (4) 29,166 - 41,666/month	Source: Technopak (A private consulting firm) URL: www.technopak.com Tax and exchanges included (1) Work experience with a year or less (2) Work experience with two to four years (3) Work experience with four to six years (4) Work experience with eight to twelve years
	<b>8. Legal minimum wage</b>	Skilled: 183/month Semi-skilled: 173/month Unskilled: 163/month	Skilled: 8,301/month Semi-skilled: 7,839/month Unskilled: 7,378/month	Revised on Oct 25, 2010
	<b>9. Bonus payments (fixed bonus + variable bonus)</b>	Monthly salary * 1.82	Refer to the left	Source: Survey of Japanese-Affiliated Firms in Asia and Oceania for FY 2010, conducted by JETRO in Aug-Sept 2010
	<b>10. Social security burden ratio</b>	Refer to the same category in New Delhi		
	<b>11. Nominal wage increase rate</b>	2008: 14.8% 2009: 6.3% 2010: 10.6% (outlook)		Source: Technopak (A private consulting firm) www.technopak.com www.hewittassociates.com
<b>Land price, office rents, etc.</b>	<b>12. Industrial estate (land) purchase rate</b>	55/m2	2,500/m2	Source: Maharashtra Industrial Development Corporation (MIDC) Chakan II Group C (city of Pune, near Mumbai) An extra service charge of 4.5 rupees/sq.m per year is required Property tax: 20 rupees/sq.m applied to a build-up area Development permission fee: 1,200 rupees
	<b>13. Industrial estate rent (monthly, per sq.m)</b>	—	—	Source: Maharashtra Industrial Development Corporation (MIDC) Properties available only for long-term lease
	<b>14. Office rent (monthly, per sq.m)</b>	71 /month	3,228 /month	Facility: Arcadia Building Location: Nariman Point (city center, location of financial district and state government offices) Service tax not included
	<b>15. Store/showroom rent in the city center (monthly, per sq.m)</b>	(1) 55 - 88 (2) 42 - 66 (3) 44 - 60 (4) 38 - 40 (5) 18 - 24	(1) 2,500 - 4,000 (2) 1,900 - 3,000 (3) 2,000 - 2,700 (4) 1,700 - 1,800 (5) 800 - 1,100	Source: Technopak (1) Fort, Churchgate, Colaba (2) Lower Parel, Prabhadevi (3) Andheri West (4) Andheri East (5) Goregaon West
	<b>16. Housing rent for resident agent (monthly)</b>	31 /month	1,421 /month	Marathon, Lower Parel 92.91 sq. m, 2 bed-rooms In principle, one-year rent is required in advance
<b>Telec</b>	<b>17. Telephone installation fee</b>	11	500	Source: Mahanagar Telephone Nigam Ltd. (MTNL, state-owned telecommunications carrier) Service tax (10.30%) not included

<b>Mumbai (India)</b>				
US\$1 = 45.30 rupee (Interbank rate as of Jan.14, 2011)				
<b>Communication expenses</b>	<b>18. Telephone charge</b>	Basic monthly charge: 10 – 44 charge/min.: (1) 0.01 (2) 0.02	Basic monthly charge: 180 – 2,000 charge/min.: (1) 0.50 (2) 1.00	Source: Same as above (1) In-state call (2) Out-of-state call Service tax (10.3%) not included
	<b>19. International call charge (for 3 min. to Japan)</b>	0.60	28	Same as above
	<b>20. Mobile phone subscription fee</b>	2.21	100	Source: Loop Mobile Service tax (10.3%) not included
	<b>21. Mobile phone basic charge</b>	Basic monthly charge: 4.39 – 5.50 charge: 0.002/sec.	Basic monthly charge: 199 – 249 charge: 0.1/sec.	Same as above
	<b>22. Internet connection fee (Broadband)</b>	Initial contract fee: 6.62 Basic monthly charge: 26	Initial contract fee: 300 Basic monthly charge: 1,199	Source: MTNL
<b>Public utility rate</b>	<b>23. Electricity rate for business use (per kWh)</b>	Basic monthly charge: (1) 4.42 (2) 150 rate/kWh: (1) 0.17 (2) 0.16	Basic monthly charge: (1) 200 (2) 150 rate/kWh: (1) 7.76 (2) 7.41	Source: Reliance Energy Ltd. (1) 20 kW or less (2) over 20 kW
	<b>24. Electricity rate for general use (per kWh)</b>	Basic monthly charge: (1) 0.66 (2) 1.10 (3) 1.10 (4) 2.21 rate/kWh: (1) 0.07 (2) 0.12 (3) 0.20 (4) 0.23	Basic monthly charge: (1) 30 (2) 50 (3) 50 (4) 100 rate/kWh: (1) 2.96 (2) 5.56 (3) 9.16 (4) 10.61	Source: Same as above (1) 0 – 100 units (2) 101 – 300 units (3) 301 – 500 units (4) over 501 units
	<b>25. Water rate for business use (per cu.m)</b>	Rate per cu.m: 0.44 /m3	Rate per cu.m: 20 /m3	Source: MIDC
	<b>26. Water rate for general use (per cu.m)</b>	Rate per cu.m: 0.16/m3	Rate per cu.m: 7.25/m3	Same as above
	<b>27. Gas rate for business use (per cu.m)</b>	1.58	Basic monthly charge: Nil 69/kg.	Source: Bharat Petroleum Corporation Ltd. 1,304 rupees/cylinder(19 kg) LPG
	<b>28. Gas rate for general use (per cu.m)</b>	Basic monthly charge: Nil Rate per cu.m: 0.39	Basic monthly charge: Nil Rate per cu.m: 18	Source: Mahanagar Gas Ltd. Natural gas
	<b>29. Container transport (40ft container)</b>	(1) 600 (2) 300 (3) 2,600	billed in dollars	Plant name (city): Mumbai Nearest port: Mumbai JNPT Port Third-country destination port: Port of Singapore (1) Export to Japan: Nearest port (Mumbai JNPT Port) → Port of Yokohama (2) Export to third country: Nearest port (Mumbai JNPT Port) → Third-country destination port (Port of Singapore) (3) Import from Japan: Port of Yokohama → Nearest port (Mumbai JNPT Port)
<b>30. Regular gasoline price (1 liter)</b>	1.37	62	Source: mumbai petrol prices.com	
<b>31. Diesel oil price (1 liter)</b>	0.93	42	Same as above	
<b>Tax</b>	<b>32. Corporate income tax rate</b>	Refer to the same category in New Delhi		
	<b>33. Personal income tax rate (highest rate, %)</b>	Refer to the same category in New Delhi		
	<b>34. Value-added tax (VAT) (standard rate, %)</b>	Refer to the same category in New Delhi		
	<b>35. Tax on interest remitted to Japan (highest rate, %)</b>	Refer to the same category in New Delhi		
	<b>36. Tax on dividends remitted to Japan (highest rate, %)</b>	Refer to the same category in New Delhi		
<b>37. Tax on royalties remitted to Japan (highest rate, %)</b>	Refer to the same category in New Delhi			
<b>Overall</b>	<b>38. Remarks</b>	Nil		

Bangalore (India)				
US\$1 = 45.30 rupee (Interbank rate as of Jan.14, 2011)				
		US\$	Rupee	Remarks
Wages	1. Workers (general workers)	295 /month	13,714 /month	Source: "Survey on Japanese-Affiliated Firms in Asia and Oceania for FY 2010" conducted by JETRO in Aug-Sept 2010, using the average exchange rates in Aug 2010 Regular employment; Base salary; Workers with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, social security, pay for overtime, bonus, etc.): US\$5,271 (244,888 rupees)
	2. Engineers (mid-level engineers)	487 /month	22,637 /month	Source: Same as above Used average exchange rates for the rupees against dollars in Aug 2010 Regular employment; Base salary Engineers of vocational college or university graduate level or above with about 5 years work experience Total annual burden per employee (including basic salary, various allowances, social security, pay for overtime, bonus, etc.): US\$10,261 (476,728 rupees)
	3. Managers (department chief level)	904 /month	42,002 /month	Source: Same as above Used average exchange rates for the rupees against dollars in Aug 2010 Regular employment; Base salary Managers of university graduate level or above with about 10 years work experience Total annual burden per employee (including basic salary, various allowances, social security, pay for overtime, bonus, etc.): US\$18,608 (864,545 rupees)
	4. Staffs, Non-manufacturing (general level)	494 /month	22,958 /month	Source: Same as above Conducted by JETRO from Aug to Sept, 2010 Used average exchange rates for the rupees against dollars in Aug 2010 Regular employment; Base salary; Staff with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, social security, pay for overtime, bonus, etc.): US\$9,513 (441,962 rupees)
	5. Managers, Non-manufacturing (department chief level)	1,346 /month	62,521 /month	Source: Same as above Conducted by JETRO from Aug to Sept, 2010 Used average exchange rates for the rupees against dollars in Aug 2010 Regular employment; Base salary Managers of university graduate level or above with about 10 years work experience Total annual burden per employee (including basic salary, various allowances, social security, pay for overtime, bonus, etc.): US\$26,536 (1,232,872 rupees)
	6. Shop staffs (Apparel)	n.a.	n.a.	
	7. Shop staffs (Food)	n.a.	n.a.	
	8. Legal minimum wage	92 /month	4,149 /month	Source: notification from Karnataka State government Revised: April 10, 2010 A wage of 4,149.4 rupees includes a cost-of-living allowance of 1,303.3 rupees
	9. Bonus payments (fixed bonus + variable bonus)	Monthlr salary *1.64		Source: Survey of Japanese-Affiliated Firms in Asia and Oceania for FY 2010, conducted by JETRO in Aug-Sept 2010
	10. Social security burden ratio	Refer to the same category in New Delhi		
	11. Nominal wage increase rate	Refer to the same category in New Delhi		
Land price, office rents, etc.	12. Industrial estate (land) purchase rate	98	4,448	Source: Karnataka Industrial Area Development Board Name of industrial park: Devanahalli Aerospace Industrial Estate Limited to aviation-related industries 7.7% of contract amount, including stamp tax (6.7%) and registration fee (1%), is required
	13. Industrial estate rent (monthly, per sq.m)	3.55 - 5.94	161 - 269	Source: CB Richard Ellis (CBRE) Name of industrial park: Peenya Industrial Area Rent of industrial lots alone not available Security deposit equal to a month-rent required
	14. Office rent (monthly, per sq.m)	19	861	Source: Cushman & Wakefield Location: the Central Business District of Bangalore
	15. Store/showroom rent in the city center (monthly, per sq.m)	75 - 105	3,390 - 4,736	3,389 - 3,647 rupees/sq. m. Location: the Central Business District of Bangalore, e.g. Magrath Raod and Brigade Road
	16. Housing rent for resident agent (monthly)	1,987	90,000	Source: Cushman & Wakefield Location: the Central Business District of Bangalore Type of residence: condominium Leased floor area: 3,000 sq. ft. Security deposit equal to 10 month-rent required When using a residential real-estate agency, additional pay rent for one month shall be payable as commission fees
Telecommunication expenses	17. Telephone installation fee	55	2,500	Source: BSNL 2,000 rupees for registration fee (deposit) + 300 rupees for installation
	18. Telephone charge	Basic monthly charge: 2.65 Call rate per min: 0.007	Basic monthly charge: 120 Call rate per min: 33paise	Source: BSNL 1 rupee=100paise 1 rupee/3 min. for local calls within 50-km radius Service tax (10.3%) not included
	19. International call charge (for 3 min. to Japan)	0.8	36	Source: BSNL 12 rupees/min. for a call to landline telephone services provided by BSNL
	20. Mobile phone subscription fee	11	499	Source: Airtel Airtel 499 plan; International calling also available Charge calculation method: registration fee (199 rupees) + deposit (300 rupees)
	21. Mobile phone basic charge	Basic monthly charge: 11 Call rate per min: 0.02	Basic monthly charge: 499 Call rate per min: 1	Source: Airtel Charge for a call to a mobile phone (Airtel): 30 paise/min. Charge for a call to other landline phone services: 1 rupee/min. Service tax (10.3%) not included

Bangalore (India)				
US\$1 = 45.30 rupee (Interbank rate as of Jan.14, 2011)				
	<b>22. Internet connection fee (Broadband)</b>	31	1,399	Source: Airtel 1399 plan; Unlimited data Connection speed (up to 25GB): 4 Mbps Initial registration fee: 500 rupees
Public utility rate	<b>23. Electricity rate for business use (per kWh)</b>	Basic monthly charge: 3.97 Rate per kWh: (1) 0.10 (2) 0.11	Basic monthly charge: 180 Rate per kWh: (1) 4.6 (2) 5.0	Source: Bangalore Electric Power Supply Corporation Charge per kWh: (1) Up to 100,000 kWh (2) More than 100,000 kWh Electricity tax not included
	<b>24. Electricity rate for general use (per kWh)</b>	Basic monthly charge: 0.44 Rate per kWh: 0.05 – 0.11	Basic monthly charge: 20 Rate per kWh: 2.1 – 5.0	Source: Same as above Unit price increases with greater use
	<b>25. Water rate for business use (per cu.m)</b>	Basic monthly charge: 7.94 Rate per cu.m: 0.79 – 1.32	Basic monthly charge: 360 Rate per cu.m: 36 – 60	Source: Bangalore Water Supply Office Unit price increases with greater use
	<b>26. Water rate for general use (per cu.m)</b>	Basic monthly charge: 1.06 Rate per cu.m: 0.13 – 0.79	Basic monthly charge: 48 Rate per cu.m: 6 – 36	Source: Bangalore Water Supply Office Unit price increases with greater use
	<b>27. Gas rate for business use</b>	Basic monthly charge: Nil Rate per kg: 1.59	Basic monthly charge: Nil Rate per kg: 72	Source: Indane Gas LPG canister (19 kg): 1,359.80 rupees/canister LPG gas
	<b>28. Gas rate for general use</b>	Basic monthly charge: Nil Rate per kg: 0.55	Basic monthly charge: Nil Rate per kg: 25	LPG canister (14.2 kg): 360.55 rupees/canister LPG gas
	Transportation	<b>29. Container transport (40ft container)</b>	(1) 1,763 (2) 4,213 (3) 3,086	(1) 79,851 (2) 190,837 (3) 139,806
<b>30. Regular gasoline price (1 liter)</b>		1.44	66	Source: Indian Oil Corporation
<b>31. Diesel oil price (1liter)</b>		0.93	42	Source: Indian Oil Corporation
Tax	<b>32. Corporate income tax rate</b>	Refer to the same category in New Delhi		
	<b>33. Personal income tax rate (highest rate, %)</b>	Refer to the same category in New Delhi		
	<b>34. Value-added tax (VAT) (standard rate, %)</b>	13.5% (VAT) (standard tax rates) VAT (5%): specified capital goods, raw materials, and daily necessities		
	<b>35. Tax on interest remitted to Japan (highest rate, %)</b>	Refer to the same category in New Delhi		
	<b>36. Tax on dividends remitted to Japan (highest rate, %)</b>	Refer to the same category in New Delhi		
	<b>37. Tax on royalties remitted to Japan (highest rate, %)</b>	Refer to the same category in New Delhi		
Overall	<b>38. Remarks</b>	Nil		

Chennai (India)				
US\$1 = 45.30 rupee (Interbank rate as of Jan.14, 2011)				
	US\$	Rupee	Remarks	
Wages	1. Workers (general workers)	196 /month	9,118 /month	Source: "Survey on Japanese-Affiliated Firms in Asia and Oceania for FY 2010" conducted by JETRO in Aug-Sept 2010, using the average exchange rates in Aug 2010 Regular employment; Base salary; Workers with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, social security, pay for overtime, bonus, etc.): US\$2,887 (134,142 rupees)
	2. Engineers (mid-level engineers)	539 /month	25,057 /month	Source: Same as above Used average exchange rates for the rupees against dollars in Aug 2010 Regular employment; Base salary; Engineers of vocational college or university graduate level or above with about 5 years work experience Total annual burden per employee (including basic salary, various allowances, social security, pay for overtime, bonus, etc.): US\$7,966 (370,102 rupees)
	3. Managers (department chief level)	1,329 /month	61,742 /month	Source: Same as above Used average exchange rates for the rupees against dollars in Aug 2010 Regular employment; Base salary Managers of university graduate level or above with about 10 years work experience Total annual burden per employee (including basic salary, various allowances, social security, pay for overtime, bonus, etc.): US\$20,020 (930,150 rupees)
	4. Staffs, Non-manufacturing (general level)	581 /month	27,000 /month	Source: Same as above Conducted by JETRO from Aug to Sept, 2010 Used average exchange rates for the rupees against dollars in Aug 2010 Regular employment; Base salary; Staff with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, social security, pay for overtime, bonus, etc.): US\$8,151 (378,712 rupees)
	5. Managers, Non-manufacturing (department chief level)	1,281 /month	59,501 /month	Source: Same as above Conducted by JETRO from Aug to Sept, 2010 Used average exchange rates for the rupees against dollars in Aug 2010 Regular employment; Base salary Managers of university graduate level or above with about 10 years work experience Total annual burden per employee (including basic salary, various allowances, social security, pay for overtime, bonus, etc.): US\$17,687 (821,759 rupees)
	6. Shop staffs (Apparel)	n.a.	n.a.	
	7. Shop staffs (Food)	n.a.	n.a.	
	8. Legal minimum wage	122	5,505 /month	Source: "Rates of Minimum Wages" released by the state government of Tamil Nadu Revised on Apr 5, 2010 A wage of 5,505 rupees includes a cost-of-living allowance of 1571 rupees
	9. Bonus payments (fixed bonus + variable bonus)	Monthly salary * 1.22	Refer to the left	Source: Survey on Japanese-Affiliated Firms in Asia and Oceania for FY 2010, conducted by JETRO in Aug-Sept 2010
	10. Social security burden ratio	Refer to the same category in New Delhi		
	11. Nominal wage increase rate	Refer to the same category in New Delhi		
Land price, office rents, etc.	12. Industrial estate (land) purchase rate	33	1,483	State Industries Promotion Corporation of Tamil Nadu (SIPCOT) Name of industrial park: Oragadam Registration fee (1% of purchase price) and stamp tax (8% of purchase price) are required
	13. Industrial estate rent (monthly, per sq.m)	4.79	217	Source: Sri City Limited Name of industrial park: Sri City 20 rupees/sq.m; security deposit equal to a 6-to-10-month's rent required Tax and maintenance fee required
	14. Office rent (monthly, per sq.m)	14	652	Source: Cushman & Wakefield Anna Salai (central Chennai) Security deposit equal to a 6-to-10-month's rent req Tax and maintenance fee required
	15. Store/showroom rent in the city center (monthly, per sq.m)	31.19	1,413	T.Nagar 1413.04 rupees/sq.m Annual maintenance fee (21.7 rupees/sq.m) required
	16. Housing rent for resident agent (monthly)	1,766	80,000	Source: Cushman & Wakefield Boat Club (central Chennai) Condominium; 1,800 sq. ft.; Security deposit equal to a 10-months' rent required When using a residential real-estate agency, additional pay rent for one month shall be payable as commission fees
Telecommunication expenses	17. Telephone installation fee	55	2,500	Source: BSNL 2,000 rupees for registration (deposit) + 500 rupees for installation
	18. Telephone charge	Basic monthly charge: 3.97 Call rate per min: 0.01	Basic monthly charge: 180 Call rate per min: 0.33	Source: BSNL 1 rupee/3 min. for local calls within 50-km radius Service tax (10.3%) not included
	19. International call charge (for 3 min. to Japan)	(1) 0.79 (2) 0.66	(1) 36 (2) 30	Source: BSNL (1) Charge from landline phone (BSNL) (2) Charge from mobile phone (Vodafone) Service tax (10.3%) not included
	20. Mobile phone subscription fee	12	551	Source: Vodafone basic charge Service tax (10.3%) included
	21. Mobile phone basic charge	Basic monthly charge: Nil Call rate per min: (1) 0.03 (2) 0.01	Basic monthly charge: Nil Call rate per min: (1) 1.5 (2) 0.49	Source: Vodafone (1) In case of making an out-of-state (the state of Tamil Nadu) call, a call to a mobile phone provided by other carriers, or a call to a landline phone (2) In caes of making a call to a mobile phone (Vodafone) in the state

<b>Chennai (India)</b>				
US\$1 = 45.30 rupee (Interbank rate as of Jan.14, 2011)				
	<b>22. Internet connection fee (Broadband)</b>	73	3300	Source: BSNL 3300plan(Unlimited data) Connection speed: 512 kbps Initial registration fee: equal to a month's basic charge
<b>Public utility rate</b>	<b>23. Electricity rate for business use (per kWh)</b>	Basic monthly charge: 6.62 Rate per kWh: (1) 0.09 – 0.11 (2) 0.09 – 0.14	Basic monthly charge: 300 Rate per kWh: (1) 4 – 5 (2) 4.3 – 6.5	Source: Tamil Nadu Public Electric Power Company (1) Industrial: 4 rupees for usage of 750kwh or less, 5 rupees for usage of more than 751kwh (2) Commercial: 4.3 rupees for usage of 50kwh or less, 6.5 rupees for usage of more than 101kwh Includes electricity tax (5% of electricity charges)
	<b>24. Electricity rate for general use (per kWh)</b>	Basic monthly charge: 0.44 Rate per kWh: 0.06 – 0.13	Basic monthly charge: 20 Rate per kWh: 2.5 – 5.75	Source: Same as above Electricity tax is not applied to household use Charge per kWh set in stages in accordance with the amount of monthly consumption 2.5 rupees for usage of 25kWh or less; 5.75 rupees for usage of 301kWh or more
	<b>25. Water rate for business use (per cu.m)</b>	Basic monthly charge: (1) 8.83 (2) 14.35 Rate per cu.m: (1) 0.77 (2) 1.32	Basic monthly charge: (1) 400 (2) 650 Rate per cu.m: (1) 35 (2) 60	Source: Chennai Water Bureau Sewer tax not included (1) usage of 500 cu.m or less (2) usage of more than 500 cu.m
	<b>26. Water rate for general use (per cu.m)</b>	Basic monthly charge: 1.10 Rate per cu.m: (1) 0.06 (2) 0.55	Basic monthly charge: 50 Rate per cu.m: (1) 2.5 rupees (2) 25 rupees	Source: Same as above for household use; drainage processing fee included (1) 0 – 10 cu.m (2) more than 25 cu.m
	<b>27. Gas rate for business use</b>	1.61/kg	73/kg	Source: Indane Gas LPG canister (19 kg): 1,388.88 rupees/canister LPG gas
	<b>28. Gas rate for general use</b>	0.55/kg	25/kg	Source: Same as above LPG canister (14.2kg): 352.40 rupees/canister LPG gas
	<b>29. Container transport (40ft container)</b>	(1) 822 (2) 3,323 (3) 2,902	(1) 37,238 (2) 150,533 (3) 131,462	Source: Local logistics firms Plant name (city): Chennai Nearest port: Port of Chennai Third-country destination port: Port of Los Angeles (1) Export to Japan: Nearest port (Port of Chennai) → Port of Yokohama (2) Export to third country: Nearest port (Port of Chennai) → Third-country destination port (Port of Los Angeles) (3) Import from Japan: Port of Yokohama → Nearest port (Port of Chennai)
<b>Transportation</b>	<b>30. Regular gasoline price (1 liter)</b>	1.40	63	Source: Indian Oil
	<b>31. Diesel oil price (1liter)</b>	0.89	40	Source: Indian Oil
	<b>32. Corporate income tax rate</b>	Refer to the same category in New Delhi		
<b>Tax</b>	<b>33. Personal income tax rate (highest rate, %)</b>	Refer to the same category in New Delhi		
	<b>34. Value-added tax (VAT) (standard rate, %)</b>	Refer to the same category in New Delhi		
	<b>35. Tax on interest remitted to Japan (highest rate, %)</b>	Refer to the same category in New Delhi		
	<b>36. Tax on dividends remitted to Japan (highest rate, %)</b>	Refer to the same category in New Delhi		
	<b>37. Tax on royalties remitted to Japan (highest rate, %)</b>	Refer to the same category in New Delhi		
<b>Overall</b>	<b>38. Remarks</b>	Nil		



Colombo (Sri Lanka)				
US\$1 = 110.885 Sri Lanka rupee (Interbank rate as of Jan.14, 2011)				
		US\$	LKR	Remarks
Wages	1. Workers (general workers)	120 /month	13,525 /month	Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2010 survey, conducted by JETRO in Aug- Sept 2010, used average exchange rates against US dollar as of August 2010) Manila; Regular employment; Base salary; Workers with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$2,668 (LKR299,883)
	2. Engineers (mid-level engineers)	343 /month	38,581 /month	Source: Same as above Regular employment; Base salary; Engineers of vocational college or university graduate level or above with about 5 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$6,093 (LKR684,783)
	3. Managers (department chief level)	696 /month	78,217 /month	Source: Same as above Regular employment; Base salary; Managers of university graduate level or above with about 10 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$11,413 (LKR1,282,729)
	4. Staffs, Non-manufacturing (general level)	292 /month	32,778 /month	Source: Same as above Regular employment; Base salary; Staff with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$5,598 (LKR629,250)
	5. Managers, Non-manufacturing (department chief level)	834 /month	93,750 /month	Source: Same as above Regular employment; Base salary; Managers of university graduate level or above with about 10 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$16,375 (LKR1,840,450)
	6. Shop staffs (Apparel)	n.a.	n.a.	
	7. Shop staffs (Food)	n.a.	n.a.	
	8. Legal minimum wage	62 /month	6,900 /month	Regular employment
	9. Bonus payments (fixed bonus + variable bonus)	1.98 months		Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2010 survey)
	10. Social security burden ratio	EPF: Employer's burden rate: 12% Employee's burden rate: 8% ETF: Employer's burden rate: 3%		Source: Board of Investment Sri Lanka (BOI) Employees' Provident Fund (EPF) Employees' Trust Fund (ETF) *Pension: Public officer only
	11. Nominal wage increase rate	2007: 21.4% 2008: 25.6% 2009: 4.9%		Source: Central Bank 2009 annual report *2009=Provisinal
Land price, office rents, etc.	12. Industrial estate (land) purchase rate	14	In US dollars	Source: Board of Investment Sri Lanka (BOI) Katunayake EPZ: 29 km from Colombo, adjacent to Colombo International Airport; 50-year lease (Purchase not available); US\$50,000 per acre (4,046.86 sq. m) + VAT Includes 12% VAT
	13. Industrial estate rent (monthly, per sq.m)	1.07	In US dollars	Source: Same as above Katunayake EPZ: 29 km from Colombo One-year lease: US\$3,850 per acre (4,046.86 sq. m) + VAT; Includes 12% VAT Purchase not available
	14. Office rent (monthly, per sq.m)	15.77 - 19.03	1,748 - 2,110	Source: Price list from real estate agent in Colombo Colombo areas 7 (central business districts) Electricity charges, maintenance fees not included Includes 12% VAT
	15. Store/showroom rent in the city center (monthly, per sq.m)	29.12 - 33.98	3,229.28 - 3,767.49	Source: Colombo Land & Development Company Liberty Plaza Building, Duplication Rd., central commercial district in Colombo area 7 Includes taxes
	16. Housing rent for resident agent (monthly)	1,353 /month	150,000 /month	Colombo area 7 Condominium (leased floor area: 270 sq. m) Taxes and expenses not included
Telecommunication expenses	17. Telephone installation fee	110	12,174	Source: Sri Lanka Telecom Plan "Bronze"; Taxes not included
	18. Telephone charge	Basic monthly charge: 4.5 Call rate per min: 0.01 - 0.02	Basic monthly charge: 499 Call rate per min: 1.00 - 1.90	Source: Same as above Basic monthly charge: For business, using Sri Lanka Telecom (SLT) owned instruments Call rate per min.: For office, SLT to SLT Taxes included
	19. International call charge (for 3 min. to Japan)	0.31 - 0.62	34.27 - 68.54	Source: Same as above VAT(12%), NBT(2%) included
	20. Mobile phone subscription fee	28	3,061	Source: Dialog axiata PLC. 350 Package SIM (LKR1,000), Deposit (LKR1,500), Mobile tax (22.45%) included
	21. Mobile phone basic charge	Basic monthly charge: 3.87 Call rate per min: 0.02 - 0.03	Basic monthly charge: 428.58 Call rate per min: 1.84 - 3.06	Source: Same as above 350 Package; Mobile tax (22.45%) included Call rate per min varies with time of day and carrier called

Colombo (Sri Lanka)				
US\$1 = 110.885 Sri Lanka rupee (Interbank rate as of Jan.14, 2011)				
Public utility rate	22. Internet connection fee (Broadband)	Installation fee: 9.02 Monthly charge: 14.43	Installation fee: 1,000 Monthly charge: 1,600	Source: Sri Lanka Telecom ADSL package "Home"; upload 128Kbps/download 512Kbps Taxes not included
	23. Electricity rate for business use (per kWh)	Basic monthly charge: 27.06 Rate per kWh: 0.07 – 0.12	Basic monthly charge: 3,000 Rate per kWh: 7.35 – 13.60	Source: Ceylon Electricity Board Fixed charge + Unit Charge + Demand charge Industrial (I2) Rate varies by contracted voltage, peak time, and off-peak time
	24. Electricity rate for general use (per kWh)	Basic monthly charge: 0.27 – 2.84 Rate per kWh: 0.03 – 0.32	Basic monthly charge: 30 – 315 Rate per kWh: 3 – 36	Source: Same as above Fixed charge + Unit Charge Fixed charge and Unit Charge for electricity usage split into six levels
	25. Water rate for business use (per cu.m)	Basic monthly charge: 2.25 – 901.84 Rate per cu.m: 0.48	Basic monthly charge: 250 – 100,000 Rate per cu.m: 53	Source: Governmental Gazette (No. 1588/26), National Water Supply & Drainage Board Rev.: Feb. 15, 2009 Usage charge + Monthly Service Charge Usage charges calculated based on amount of water used
	26. Water rate for general use (per cu.m)	Basic monthly charge: 0.45 – 14.43 Rate per cu.m: 0.03 – 1.08	Basic monthly charge: 50 – 1,600 Rate per cu.m: 3 – 120	Source: Same as above Usage charge + Monthly Service Charge charges calculated based on amount of water used
	27. Gas rate for business use	Basic monthly charge: Nil Rate per kg: 1.47	Basic monthly charge: Nil Rate per kg: 163.41	Source: Litro Gas Lanka Limited LPG cylinder (37.5kg): 12,378/cylinder – 6,250 (deposit) Includes 12% VAT; LPG
	28. Gas rate for general use	Basic monthly charge: Nil Rate per kg: 1.19	Basic monthly charge: Nil Rate per kg: 132.16	Source: Same as above LPG cylinder (12.5kg): 5,452/cylinder – 3,800(deposit) Includes 12% VAT; LPG
Transportation	29. Container transport (40ft container)	(1) 650 (2) a.400/b.650 (3) 1,700	In US dollars	Source: Interviews with Japan-affiliated firms City: Colombo Nearest port: Port of Colombo Third-country destination port: a.Singapore b.Dubai (1) Export to Japan: Nearest port (Port of Colombo) → Port of Yokohama (2) Export to third country: Nearest port (Port of Colombo) → Third-country destination port (a: Port of Singapore, b: Port of Dubai) (3) Import from Japan: Port of Yokohama → Nearest port (Port of Colombo) * Freight only
	30. Regular gasoline price (1 liter)	1.04	115	Source: Legal price
	31. Diesel oil price (1liter)	0.66	73	Source: Legal price
Tax	32. Corporate income tax rate	35% (Apr.1, 2011: 28%)		General rate Income tax rate varies by form of company (10%/15%/20%/33.33%/40%) *Income tax rate will be changed on Apr. 1, 2011; General rate will be 28%; Income tax rate will vary by form of company (8%/10%/12%/40%)
	33. Personal income tax rate (highest rate, %)	35% (Highest rate)		Personal income tax rate will be changed to 24% on Apr. 1, 2011
	34. Value-added tax (VAT) (standard rate, %)	12%		National tax
	35. Tax on interest remitted to Japan (highest rate, %)	15% (Highest rate)		Same as above
	36. Tax on dividends remitted to Japan (highest rate, %)	10% (Highest rate)		Same as above
	37. Tax on royalties remitted to Japan (highest rate, %)	7.5% (Highest rate)		Same as above
Overall	38. Remarks	Nil		

<b>Karachi (Pakistan)</b>				
US\$1 = 85.65 Pakistan rupee (Interbank rate as of Jan.14, 2011)				
	US\$	Pakistan rupee	Remarks	
<b>Wages</b>	<b>1. Workers (general workers)</b>	174 /month	14,900 /month	Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2010 survey, conducted by JETRO in Aug- Sept 2010, used average exchange rates against US dollar as of August 2010) Manila; Regular employment; Base salary; Workers with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$3,134 (268,567 Pakistan rupee)
	<b>2. Engineers (mid-level engineers)</b>	495 /month	42,422 /month	Source: Same as above Regular employment; Base salary; Engineers of vocational college or university graduate level or above with about 5 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$8,584 (735,544 Pakistan rupee)
	<b>3. Managers (department chief level)</b>	1,029 /month	88,163 /month	Source: Same as above Regular employment; Base salary; Managers of university graduate level or above with about 10 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$18,084 (1,282,729 Pakistan rupee)
	<b>4. Staffs, Non-manufacturing (general level)</b>	292 /month	25,000 /month	Source: Same as above Regular employment; Base salary; Staff with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$3,501 (300,000 Pakistan rupee)
	<b>5. Managers, Non-manufacturing (department chief level)</b>	1,050 /month	90,000 /month	Source: Same as above Regular employment; Base salary; Managers of university graduate level or above with about 10 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$13,227 (1,133,333 Pakistan rupee)
	<b>6. Shop staffs (Apparel)</b>	n.a.	n.a.	
	<b>7. Shop staffs (Food)</b>	n.a.	n.a.	
	<b>8. Legal minimum wage</b>	82/month	7,000/month	Source: Pakistan government gazette
	<b>9. Bonus payments (fixed bonus + variable bonus)</b>	1.91 month worth of base salary		Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2010 survey)
	<b>10. Social security burden ratio</b>	n.a.		
	<b>11. Nominal wage increase rate</b>	CY2007/08: n.a. CY2008/09: 15.5% CY2009/10: n.a.		Source: Federal bureau of statistics
<b>Land price, office rents, etc.</b>	<b>12. Industrial estate (land) purchase rate</b>	14	1,236	Source: Interviews Port Qasim Industrial Estate Approx. 40 km from city center, approx. 25 km from international airport Charge for 50-year lease
	<b>13. Industrial estate rent (monthly, per sq.m)</b>	0.01	0.66	Source: Interviews Port Qasim Industrial Estate; Approx. 40 km from city center, approx. 25 km from international airport After 3 years, maintenance fee (0.82rupee/m2 /month) required
	<b>14. Office rent (monthly, per sq.m)</b>	17 - 21	1,469 - 1,808	Source: Interviews 3 swords, Clifton, Karachi Includes tax and miscellaneous expenses Advance payment: 6 months
	<b>15. Store/showroom rent in the city center (monthly, per sq.m)</b>	n.a.	n.a.	
	<b>16. Housing rent for resident agent (monthly)</b>	1,839 - 4,904 /month	157,500 - 420,000 /month	Source: Karachi Development Authority (KDA) 3 swords, Clifton, Karachi 500 - 1,000 /sq. yd. 3 - 4 bedroom; salon; dining Includes tax and miscellaneous expenses Another key money (1 month), Advance payment (6 months) required
<b>Telecommunication expenses</b>	<b>17. Telephone installation fee</b>	10	896	Source: Pakistan Telecommunication Authority Includes (GST) 19.5% GST
	<b>18. Telephone charge</b>	Basic monthly charge: 2.03 Call rate per min: (a) 0.02 (b) 0.04	Basic monthly charge: 174 Call rate per min: (a) 1.31 (b) 3.29	Source: Same as above Includes 21% central excise duty (CED) Includes 19.5% FED, 10% WHT (a) for fixed phone (b) for mobile
	<b>19. International call charge (for 3 min. to Japan)</b>	0.09	7.88	Source: Same as above For fixed phone Includes 19.5% FED, 10% WHT
	<b>20. Mobile phone subscription fee</b>	5.83	500	Source: Mobilink Pakistan Includes SIM card use tax
	<b>21. Mobile phone basic charge</b>	Basic monthly charge: 4.67 Call rate per min: (a) 0.02 (b) 0.02	Basic monthly charge: 400 Call rate per min: (a) 1.31 (b) 1.97	Source: Same as above Includes 21% central excise duty (CED), 10% withholding tax (a) call to Mobilink phone (b) call to other company's phone
	<b>22. Internet connection fee (Broadband)</b>	Equipment: 8.76 Basic monthly charge: 8.18 - 93.51	Equipment: 750 Basic monthly charge: 700-8,000	Source: Worldcall Telecom 512kbps - 10Mbps *6 - 10Mbps: installation charge (3,000 rupee) of DOCSIS 3 cable modem required

<b>Karachi (Pakistan)</b>				
US\$1 = 85.65 Pakistan rupee (Interbank rate as of Jan.14, 2011)				
<b>Public utility rate</b>	<b>23. Electricity rate for business use (per kWh)</b>	Basic monthly charge: 4.08 – 11,679 Rate per kWh: 0.94 – 27.18	Basic monthly charge: 350 – 1,000,340 Rate per kWh: 80 – 2,328	Source: Karachi Electric Supply Corporation (KESCO) Includes 16% GST, 3.5% Electricity tax Varies by number of used units other factors
	<b>24. Electricity rate for general use (per kWh)</b>	Basic monthly charge: 0.97 – 2.02 Rate per kWh: 0.03 – 0.18	Basic monthly charge: 84 – 173 Rate per kWh: 2.20 – 15.70	Source: Same as above Includes 16% GST, 6.0% Electricity tax Varies by number of used units other factors
	<b>25. Water rate for business use (per cu.m)</b>	Basic monthly charge: Nil Rate per cu.m: 0.37	Basic monthly charge: Nil Rate per cu.m: 31	Source: Karachi Water & Sewerage Board (KWSB) Includes charges for sewer and maintenance, fire tax, and 16% GST 119 rupee/1,000 gallons
	<b>26. Water rate for general use (per cu.m)</b>	Basic monthly charge: 9.95 Rate per cu.m: Nil	Basic monthly charge: 853 Rate per cu.m: Nil	Source: Same as above Fixed charge by residential floor area Includes charges for sewer and maintenance, fire tax, and 16% GST
	<b>27. Gas rate for business use (per cu.m)</b>	Basic monthly charge: 152 – 175 Rate per cu.m: 4.50 – 5.20	Basic monthly charge: 13,000 – 14,956 Rate per cu.m: 386 – 444	Source: Sui Southern Gas Company Limited (SSGC) Includes 16% GST Natural gas
	<b>28. Gas rate for general use (per cu.m)</b>	Basic monthly charge: 1.73 Rate per cu.m: 1.29 – 12.62	Basic monthly charge: 149 Rate per cu.m: 110 – 1,167	Same as above
<b>Transportation</b>	<b>29. Container transport (40ft container)</b>	(1) 800 (2) 605 (3) 1,650	(1) 68,520 (2) 51,818 (3) 141,323	Source: APL City: Karachi Nearest port: Port of Karachi Third-country destination port: Port of Los Angeles (1) Export to Japan: Nearest port (Port of Karachi) → Port of Yokohama (2) Export to third country: Nearest port (Port of Karachi) → Third-country destination port (Port of Los Angeles) (3) Import from Japan: Port of Yokohama → Nearest port (Port of Karachi)
	<b>30. Regular gasoline price (1 liter)</b>	0.85	73	Source: Pakistan State Oil
	<b>31. Diesel oil price (1liter)</b>	0.92	79	Same as above
<b>Tax</b>	<b>32. Corporate income tax rate</b>	35%		Source: FBR
	<b>33. Personal income tax rate (highest rate, %)</b>	25% (highest rate)		Source: Same as above 0 – 25% (14 levels) for self-employed persons, 0 – 20% (21 levels) for wage earners
	<b>34. Value-added tax (VAT) (standard rate, %)</b>	16% (GST) (standard rate)		Source: Pakistan Sales Tax Act General sales tax: 0 – 25%
	<b>35. Tax on interest remitted to Japan (highest rate, %)</b>	10% (highest rate)		Article 11 of tax treaty between Japan and Pakistan
	<b>36. Tax on dividends remitted to Japan (highest rate, %)</b>	10% (highest rate)		Article 10 of tax treaty between Japan and Pakistan Taxed at 5%, 7%, or 10% depending on percentage of shares held
<b>37. Tax on royalties remitted to Japan (highest rate, %)</b>	10% (highest rate)		Article 12 of tax treaty between Japan and Pakistan	
<b>Overall</b>	<b>38. Remarks</b>	Nil		

Dhaka (Bangladesh)				
US\$1 = 71.695 taka (Interbank rate as of Jan.13, 2011)				
		US\$	Taka	Remarks
Wages	1. Workers (general workers)	54 /month	3,781 /month	Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2010 survey, conducted by JETRO in Aug- Sept 2010, used average exchange rates against US dollar as of August 2010) Manila; Regular employment; Base salary; Workers with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$1,015 (70,510taka)
	2. Engineers (mid-level engineers)	125 /month	8,685 /month	Source: Same as above Regular employment; Base salary; Engineers of vocational college or university graduate level or above with about 5 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$2,774 (192,760taka)
	3. Managers (department chief level)	428 /month	29,751 /month	Source: Same as above Regular employment; Base salary; Managers of university graduate level or above with about 10 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$8,149 (566,229taka)
	4. Staffs, Non-manufacturing (general level)	351 /month	24,400 /month	Source: Same as above Regular employment; Base salary; Staff with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$3,797 (355,500taka)
	5. Managers, Non-manufacturing (department chief level)	1,079 /month	75,000 /month	Source: Same as above Regular employment; Base salary; Managers of university graduate level or above with about 10 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$15,356 (1,067,000taka)
	6. Shop staffs (Apparel)	49 - 135 /month	3,500 - 10,000 /month	Source: Interviews with four retail stores in the apparel industry in Dhaka Monthly amount, base pay only
	7. Shop staffs (Food)	28 - 181 /month	2,000 - 13,000 /month	Source: Interviews with 11 hotels in Dhaka Salary of waiter at hotel restaurant Monthly amount, base pay only
	8. Legal minimum wage	(1)Apprentice/Helper: 39 - 48 /month (2)Jr. Operator: 55 - 60 /month (3)Operator: 61 - 66 /month (4)Senior Operator: 67 - 77 /month (5)Skilled: 109 /month	US\$-based only	Source: Bangladesh Export Processing Zones Authority (BEPZA) Guideline Amounts vary by industry and skill level Minimum wages applicable to the sewing industry outside export processing zones (EPZs) are as follows (revised Nov. 2010): (1) Unskilled: 3,000 - 3,210taka/month (2) Semi-skilled: 3,455 - 4,120taka/month (3) Skilled: 7,200 - 9,300taka/month
	9. Bonus payments (fixed bonus + variable bonus)	2.86 month worth of base salary		Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2010 survey)
	10. Social security burden ratio	Employer's burden rate: 7.0 - 8.0% Employee's burden rate: 7.0 - 8.0%		Source: Bangladesh Labour Law 2006
	11. Nominal wage increase rate	CY2006/07: 7.76% CY2007/08: 11.85% CY2008/09: 18.90%		Source: Economic Review 2010, Bangladesh Ministry of Finance
Land price, office rents, etc.	12. Industrial estate (land) purchase rate	(1) 1,147 - 1,314 (2) 626 - 834	(1) 82,224 - 94,184 (2) 44,850 - 59,800	Source: Bangladesh Export Processing Zones Authority (BEPZA) In both cases, foreign corporations may purchase but individuals may not (1) Tejgaon Industrial Area (suburban Dhaka, 8 km from Zia International Airport) 17% in various taxes (applies outside city of Dhaka) not included (2) Tongi Industrial Area (central Dhaka, 10 km from Zia International Airport) 17% in various taxes (applies within city of Dhaka) not included
	13. Industrial estate rent (monthly, per sq.m)	Land: 0.08 - 0.18 /month Factory: 1.25 - 2.75 /month	Land: 5.97 - 13.14 /month Factory: 90 - 197 /month	Source: Same as above Eight EPZs in Bangladesh Tax, expenses not included
	14. Office rent (monthly, per sq.m)	5.25 - 37.53	377 - 2,691	Source: Real estate agent in Dhaka Business districts in central Dhaka (Gulshan, Banani, Karwan Bazar, Uttara districts) Tax and expenses apply separately (varies by property)
	15. Store/showroom rent in the city center (monthly, per sq.m)	6.26 - 52.54	449 - 3,767	Banani, Gulshan Basic rent (Retail store)
	16. Housing rent for resident agent (monthly)	781 - 2,371	56,000 - 170,000	Source: Real estate agent in Dhaka Upscale residential district in Dhaka (Banani, Gulshan districts) Condominium; 1,600 - 3,700 sq. ft. (approx. 150 - 340 sq. m); With parking Tax and expenses (10,000taka/month) apply separately
	Telecommunication expense	17. Telephone installation fee	28	2,000
18. Telephone charge		Basic monthly charge: 1.28 Call rate per min: (1) 0.05 (2) 0.01	Basic monthly charge: 92 Call rate per min: (1) 0.34 (2) 0.74	Source: Same as above Includes 15% VAT (1) Calls between Bangladesh Telecom (BTCL) users (2) Calls to mobile phones from carriers other than Bangladesh Telecom (BTCL)
19. International call charge (for 3 min. to Japan)		0.31~0.62	34.27~68.54	Source: Same as above VAT(12%), NBT(2%) included
20. Mobile phone subscription fee		9.07	650	Source: Grameenphone Standard price plan (Xplore Postpaid)

<b>Dhaka (Bangladesh)</b>				
US\$1 = 71.695 taka (Interbank rate as of Jan.13, 2011)				
<b>6</b>	<b>21. Mobile phone basic charge</b>	Basic monthly charge: 0.80 Call rate per min: 0.01 – 0.02	Basic monthly charge: 57.5 Call rate per min: 0.56–1.49	Source: Same as above VAT15% included
	<b>22. Internet connection fee (Broadband)</b>	Initial contract fee: 139 Modem connection fee: 62 Basic monthly charge: Nil Monthly charge: 56 – 670	Initial contract fee: 10,000 Modem connection fee: 4,500 Basic monthly charge: Nil Monthly charge: 4,000 – 48,000	Source: Grameen CyberNet Charges for corporate users (includes 15% VAT) Selection of five speeds available in the range 128 kbps – 2,048 kbps
<b>Public utility rate</b>	<b>23. Electricity rate for business use (per kWh)</b>	Basic monthly charge: 8.36 Rate per kWh: 0.02 – 0.08	Basic monthly charge: 600 Rate per kWh: 1.56 – 5.79	Source: Dhaka Electric Supply Company High voltage (132 KV) Charges vary by time of use Includes 5% VAT
	<b>24. Electricity rate for general use (per kWh)</b>	Basic monthly charge: 0.28 – 0.84 Rate per kWh: 0.04 – 0.08	Basic monthly charge: 20 – 60 Rate per kWh: 2.73 – 5.93	Source: Same as above Unit price of usage varies with consumption Includes 5% VAT
	<b>25. Water rate for business use (per cu.m)</b>	Basic monthly charge: Nil Rate per cu.m: 0.39	Basic monthly charge: Nil Rate per cu.m: 28	Source: Dhaka Water Supply & Sewerage Authority Includes 15% VAT
	<b>26. Water rate for general use (per cu.m)</b>	Basic monthly charge: Nil Rate per cu.m: 0.12	Basic monthly charge: Nil Rate per cu.m: 8.75	Same as above
	<b>27. Gas rate for business use (per cu.m)</b>	Basic monthly charge: Nil Rate per cu.m: 0.03 – 0.13	Basic monthly charge: Nil Rate per cu.m: 2.57 – 9.46	Source: Ministry of Power, Energy and Mineral Resources Varies by purpose of use (industry); Includes 15% VAT
	<b>28. Gas rate for general use (per cu.m)</b>	Basic monthly charge: Nil Rate per cu.m: 0.07	Basic monthly charge: Nil Rate per cu.m: 5.17	Source: Same as above For households with meters; Includes 15% VAT
<b>Transportatio</b>	<b>29. Container transport (40ft container)</b>	(1) 1,500 (2) 2,962 (3) 2,000	In US dollars	Source: Interviews with Japan-affiliated firms Nearest port: Port of Chittagong Tax, expenses not included (1) Export to Japan: Nearest port (Port of Chittagong) to Port of Yokohama (2) Export to U.S.: Nearest port (Port of Chittagong) to Port of Los Angeles (3) Import from Japan: Port of Yokohama to Nearest port (Port of Chittagong)
	<b>30. Regular gasoline price (1 liter)</b>	1.07	77	Legal price
	<b>31. Diesel oil price (1liter)</b>	0.61	44	Legal price
<b>Tax</b>	<b>32. Corporate income tax rate</b>	37.50%		Source: Bangladesh Ministry of Finance For an unlisted firm Listed firm: 27.5% Finance/insurance: 42.5% Mobile telecommunications: 45%
	<b>33. Personal income tax rate (highest rate, %)</b>	25% (highest rate)		Source: Same as above Progressive taxation in the range 0 – 25% (five levels)
	<b>34. Value-added tax (VAT) (standard rate, %)</b>	15% (VAT) (standard rate)		Source: Same as above
	<b>35. Tax on interest remitted to Japan (highest rate, %)</b>	10% (highest rate)		Tax treaty between Japan and Bangladesh (SRO No. 235/91, Aug. 7, 1991)
	<b>36. Tax on dividends remitted to Japan (highest rate, %)</b>	15% (highest rate)		Tax treaty between Japan and Bangladesh 10% if owning 25% or more of shares in dividend-paying corporation (SRO No. 235/91, Aug. 7, 1991)
	<b>37. Tax on royalties remitted to Japan (highest rate, %)</b>	10% (highest rate)		Tax treaty between Japan and Bangladesh (SRO No. 235/91, Aug. 7, 1991)
<b>Overall</b>	<b>38. Remarks</b>	Nil		

Sydney (Australia)				
US\$1 = A\$1.00361 (Interbank rate as of Jan.14, 2011)				
	US\$	A\$	Remarks	
<b>Wages</b>	<b>1. Workers (general workers)</b>	3,690/month	4,099/month	Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2010 survey, conducted by JETRO in Aug- Sept 2010, used average exchange rates against US dollar as of August 2010) Manila; Regular employment; Base salary; Workers with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$46,742 (A\$1,012)
	<b>2. Engineers (mid-level engineers)</b>	5,404/month	6,002/month	Source: Same as above Regular employment; Base salary; Engineers of vocational college or university graduate level or above with about 5 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$69,703 (A\$77,335)
	<b>3. Managers (department chief level)</b>	7,414/month	8,234/month	Source: Same as above Regular employment; Base salary; Managers of university graduate level or above with about 10 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$98,761 (A\$109,686)
	<b>4. Staffs, Non-manufacturing (general level)</b>	3,992/month	4,434/month	Source: Same as above Regular employment; Base salary; Staff with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$54,133 (A\$60,121)
	<b>5. Managers, Non-manufacturing (department chief level)</b>	7,130/month	7,919/month	Source: Same as above Regular employment; Base salary; Managers of university graduate level or above with about 10 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$100,463(A\$111,576)
	<b>6. Shop staffs (Apparel)</b>	4,063/month	4,078/month	Source: ABS (Aug 2010) New South Wales; Base salary, various allowances included; Overtime payment not included
	<b>7. Shop staffs (Food)</b>	3,987/month	4,002/month	Same as above
	<b>8. Legal minimum wage</b>	2,460.72/month	2,469.60/month	Source: Fair Work Australia Revised: Jul 1, 2010 National Minimum Wage
	<b>9. Bonus payments (fixed bonus + variable bonus)</b>	0.83 month worth of base salary		Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2010 survey)
	<b>10. Social security burden ratio</b>	Employer's burden rate: 9% (pension 9%) Employee's burden rate: 1.5% (health insurance 1.5%)		Source: Australian Taxation Office
	<b>11. Nominal wage increase rate</b>	2007: 3.84% 2008: 3.81% 2009: 3.46%		Source: ABS
<b>Land price, office rents, etc.</b>	<b>12. Industrial estate (land) purchase rate</b>	1,644-2,192	1,650-2,200	Source: Cushman&Wakefield West - North of Sydney GST (10%) not included
	<b>13. Industrial estate rent (monthly, per sq.m)</b>	11.63-13.70/month	11.67-13.75/month	Source: Same as above
	<b>14. Office rent (monthly, per sq.m)</b>	39.03/month	39.17/month	Source: Same as above
	<b>15. Store/showroom rent in the city center (monthly, per sq.m)</b>	82.58 per sq.m/month	82.88 per sq.m/month	Pitt Street, SYDNEY NSW GST (10%) not included
	<b>16. Housing rent for resident agent (monthly)</b>	3,507/month	3,520/month	Source: Interview Brady St Mosman; condominium; 3 bedroom; 129.50m2 GST (10%) not imposed
<b>Telecommunication expenses</b>	<b>17. Telephone installation fee</b>	58.79	59.00	Source: Telstra Without cabling work (New installation: A\$299) GST (10%) included
	<b>18. Telephone charge</b>	Basic monthly charge: 28.85 Call charge per call: 0.20	Basic monthly charge: 28.95 Call charge per call: 0.20	Source: same as above Home Line Complete Plan Local call GST (10%) included
	<b>19. International call charge (for 3 min. to Japan)</b>	1.64	1.65	Source: same as above National connection fee (A\$0.45), GST (10%) included
	<b>20. Mobile phone subscription fee</b>	Nil	Nil	Source: same as above
	<b>21. Mobile phone basic charge</b>	Basic monthly charge: 59.78 Call charge per min.: 0.79	Basic monthly charge: 60.00 Call charge per min.: 0.79	Source: same as above Member Plan 60; GST (10%) included Monthly included value: A\$60 National connection fee (A\$0.27) included
<b>22. Internet connection fee (Broadband)</b>	Initial Contract Fee: Nil Basic monthly charge: 59.77	Initial Contract Fee: Nil Basic monthly charge: 59.99	Source: TPG 24,000kbps/1,024kbps; ADSL2; Unlimited connection, download GST (10%) included	
<b>Public utility</b>	<b>23. Electricity rate for business use (per kWh)</b>	Basic monthly charge: 26.60 Rate per kWh: 0.19	Basic monthly charge: 26.70 Rate per kWh: 0.19	Source: Energy Australia GST (10%) included
	<b>24. Electricity rate for general use (per kWh)</b>	Basic monthly charge: 14.14 Rate per kWh: 0.19	Basic monthly charge: 14.19 Rate per kWh: 0.19	Source: same as above GST (10%) included

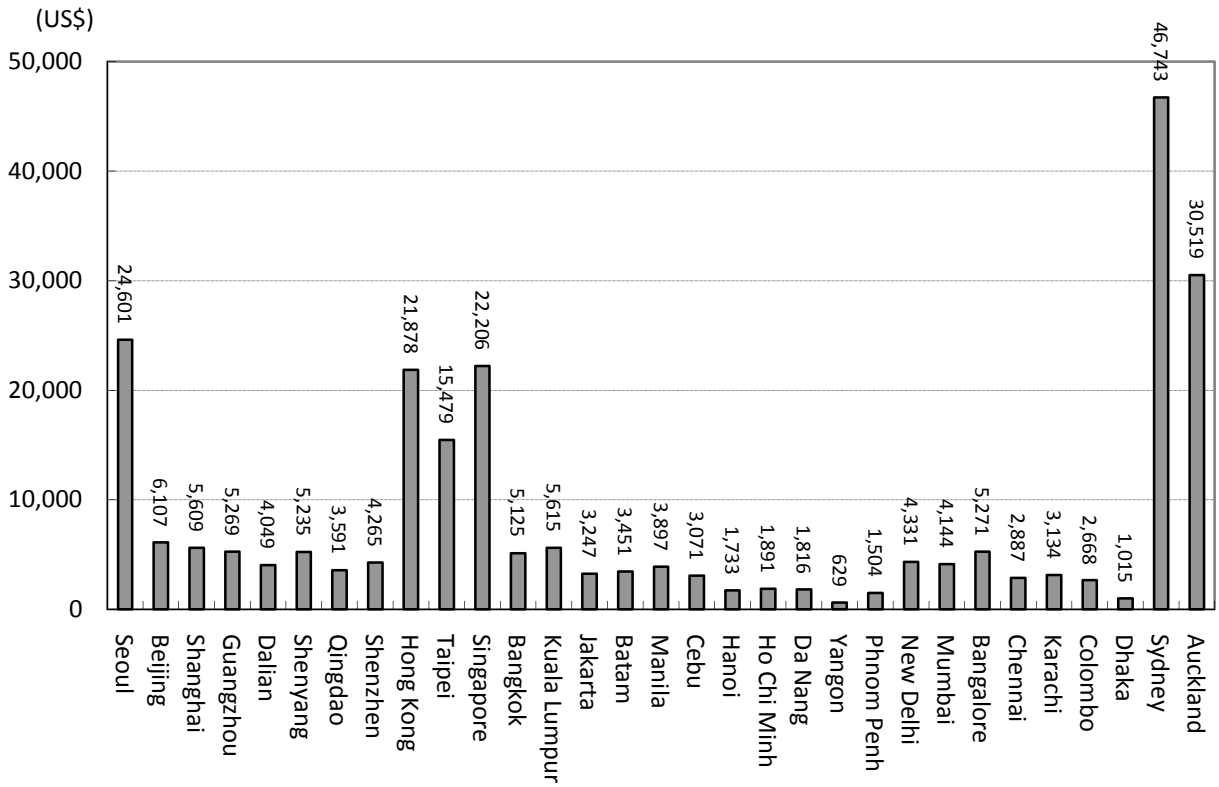
Sydney (Australia)				
US\$1 = A\$1.00361 (Interbank rate as of Jan.14, 2011)				
		US\$	A\$	Remarks
y rate	25. Water rate for business use (per cu.m)	Basic monthly charge: 30.45-9,359 Rate per cu.m: 2.00	Basic monthly charge: 30.56-9,393 Rate per cu.m: 2.01	Source: Sydney Water Basic monthly charge varies by meter size GST (10%) not imposed
	26. Water rate for general use (per cu.m)	Basic monthly charge: 10.39-43.81 Rate per cu.m: 2.01	Basic monthly charge: 10.43-43.97 Rate per cu.m: 2.01	Source: same as above
	27. Gas rate for business use (per cu.m)	Basic monthly charge: 20.18 Charge per day: (1) 0.0194 (2) 0.0182 (3) 0.0181 (4) 0.0172 (5) 0.0159 (6) 0.0155	Basic monthly charge: 20.18 Charge per day: (1) 0.0195 (2) 0.0183 (3) 0.0182 (4) 0.0173 (5) 0.0160 (6) 0.0156	Source: AGL GST (10%) included Residential Natural Gas (1) up to 41.096MJ (2) 41.096-49.315MJ (3) 49.315-189.041MJ (4) 189.041-2,456.753MJ (5) 2,456.753-10,964.384MJ (6) Thereafter
	28. Gas rate for general use (per cu.m)	Basic monthly charge: 17.16 Charge per day: (1) 0.0194 (2) 0.0186 (3) 0.0179 (4) 0.0174 (5) 0.0173 (6) 0.0172	Basic monthly charge: 17.22 Charge per day: (1) 0.0195 (2) 0.0187 (3) 0.0180 (4) 0.0175 (5) 0.0174 (6) 0.0173	Source: AGL GST (10%) included Residential Natural Gas (1) up to 41.096MJ (2) 41.096-49.315MJ (3) 49.315-189.041MJ (4) 189.041-2,456.753MJ (5) 2,456.753-10,964.384MJ (6) Thereafter
Transportation	29. Container transport (40ft container)	(1) 1,100-4,600 (2) 4,700-7,100 (3) 3,850	In US dollar	Source: Japan-affiliated sea-transport firm Plant (city): Sydney (1) Export to Japan: Sydney to Yokohama (2) Export to third country: Sydney to Los Angeles (3) Import from Japan: Yokohama to Sydney
	30. Regular gasoline price (1 liter)	1.292	1.297	Source: MotorMouth Average price in Sydney (Dec. 2010) GST (10%) included
	31. Diesel oil price (1liter)	1.31	1.31	Source: same as above
Tax	32. Corporate income tax rate	30%		Source: Australian Taxation Office
	33. Personal income tax rate (highest rate, %)	45% (highest rate)		Source: same as above Progressive taxation (0-45%) 45%: Over A\$180,001 annual income
	34. Value-added tax (VAT) (standard rate, %)	10% (standard rate)		Source: same as above GST
	35. Tax on interest remitted to Japan (highest rate, %)	10% (highest rate)		Article 11 of Convention between Japan and Australia for the avoidance of double taxation and the prevention of fiscal evasion with respect to taxes on income (Dec. 2008)
	36. Tax on dividends remitted to Japan (highest rate, %)	15% (highest rate)		Article 10 of Convention between Japan and Australia for the avoidance of double taxation and the prevention of fiscal evasion with respect to taxes on income (Dec. 2008)
	37. Tax on royalties remitted to Japan (highest rate, %)	5% (highest rate)		Article 12 of Convention between Japan and Australia for the avoidance of double taxation and the prevention of fiscal evasion with respect to taxes on income (Dec. 2008)
Overall	38. Remarks	Nil		



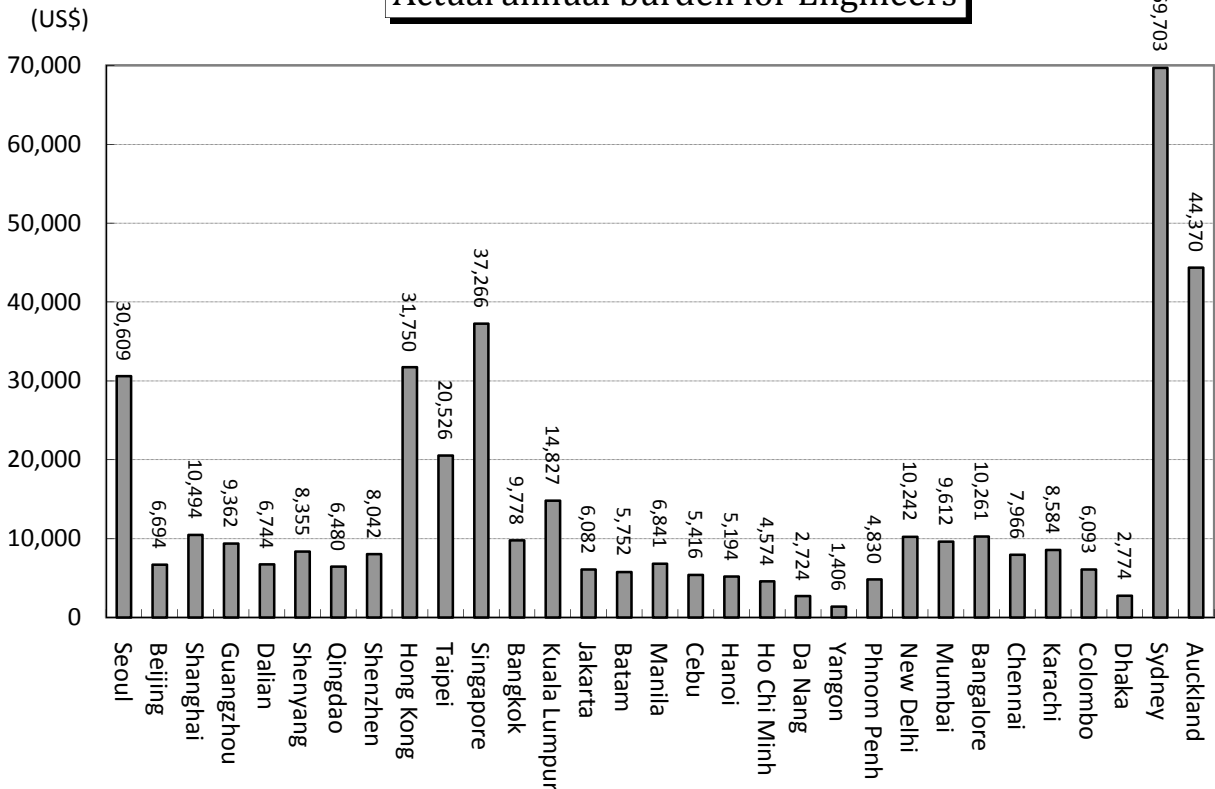
<b>Auckland (New Zealand)</b>				
US\$1 = NZ\$1.2771 (Interbank rate as of Jan.14, 2011)				
	US\$	NZ\$	Remarks	
<b>Wages</b>	<b>1. Workers (general workers)</b>	2,306/month	3,225/month	Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2010 survey, conducted by JETRO in Aug- Sept 2010, used average exchange rates against US dollar as of August 2010) Manila; Regular employment; Base salary; Workers with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$30,519 (NZ\$42,683)
	<b>2. Engineers (mid-level engineers)</b>	3,490/month	4,881/month	Source: Same as above Regular employment; Base salary; Engineers of vocational college or university graduate level or above with about 5 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$44,370 (NZ\$62,056)
	<b>3. Managers (department chief level)</b>	5,338/month	7,466/month	Source: Same as above Regular employment; Base salary; Managers of university graduate level or above with about 10 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$66,855 (NZ\$93,503)
	<b>4. Staffs, Non-manufacturing (general level)</b>	3,432/month	4,800/month	Source: Same as above Regular employment; Base salary; Staff with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$37,150 (NZ\$51,958)
	<b>5. Managers, Non-manufacturing (department chief level)</b>	6,084/month	8,510/month	Source: Same as above Regular employment; Base salary; Managers of university graduate level or above with about 10 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$63,381 (NZ\$88,645)
	<b>6. Shop staffs (Apparel)</b>	2,893/month	3,694/month	Source: EMA (Employers Manufactures Association) Base salary
	<b>7. Shop staffs (Food)</b>	2,412/month	3,080/month	Same as above
	<b>8. Legal minimum wage</b>	(1) 7.99/hour (2) 9.98/hour	(1) 10.20/hour (2) 12.75/hour	Source: Department of Labour Revised: Apr. 1, 2010 (1) Training (3 months or 200 hours of employment ) minimum wage (2) employees who have completed training period
	<b>9. Bonus payments (fixed bonus + variable bonus)</b>	1.08 month worth of base salary		Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2010 survey)
	<b>10. Social security burden ratio</b>	Employer's burden rate: 1.70% Employee's burden rate: 2.04% Other: Kiwisaver (optional) Employer's burden rate: 2% of total income Employee's burden rate: 2%/4%/8% of total income		Source: ACC, IRD
	<b>11. Nominal wage increase rate</b>	2008: 3.6% 2009: 2.9% 2010: 1.6%		Source: Statistics Office
<b>Land price, office rents, etc.</b>	<b>12. Industrial estate (land) purchase rate</b>	276	353	Source: OB Richard Ellis East Tamaki (30 minutes from airport) GST included
	<b>13. Industrial estate rent (monthly, per sq.m)</b>	5.03 - 7.96	6.42 - 10.16	Source: Same as above Auckland GST included
	<b>14. Office rent (monthly, per sq.m)</b>	8.63 - 42.02	11.02 - 53.67	Source: Same as above Central business district in Auckland GST included
	<b>15. Store/showroom rent in the city center (monthly, per sq.m)</b>	123.82 - 228.87/sq.m	158.13 - 292.29/sq.m	Source: Same as above Queens Street, Auckland Central Expenses not included
	<b>16. Housing rent for resident agent (monthly)</b>	3,393	4,333	Source: Interview with resident officer Kohimarama 4-bedroom, study room, lounge, kitchen, 2 bathroom; 2 parking; Gardening service Initial payment: 2 weeks - a month
<b>Telecommunication expenses</b>	<b>17. Telephone installation fee</b>	165	211	Source: Telecom Telephoneline: 1 GST included
	<b>18. Telephone charge</b>	Basic monthly charge: 46.78 Call charge per min: (1) 0.11 (2) 0.26 (3) 0.30	Basic monthly charge: 59.74 Call charge per min: (1) 0.14 (2) 0.33 (3) 0.38	Source: Same as above The plan commonly used Call charge per min: (1) National Calls (2) Calls to Telecom mobiles (3) Calls to non-Telecom mobiles GST included
	<b>19. International call charge (for 3 min. to Japan)</b>	(1) 1.35 (2) 1.48	(1) 1.73 (2) 1.89	Source: Same as above The plan commonly used (1) To fixed phone (2) To mobile GST included
	<b>20. Mobile phone subscription fee</b>	Nil	Nil	Source: Same as above Fee vary between cellular phone models

Auckland (New Zealand)					
US\$1 = NZ\$1.2771 (Interbank rate as of Jan.14, 2011)					
	US\$	NZ\$	Remarks		
	<b>21. Mobile phone basic charge</b>	Basic monthly charge: 23.97 – 640.30 Charge per min.: 0.25 – 0.47	Basic monthly charge: 30.61 – 817.73 Charge per min.: 0.32 – 0.60	Source: Same as above Charge vary by mobile plan *The plan commonly used: Basic charge: US\$39.6 (NZ\$50.6)/month, Call charge US\$0.40 (NZ\$0.51)/min. GST included	
	<b>22. Internet connection fee (Broadband)</b>	71.99	91.94	Source: Same as above The plan commonly used Broadband with landline	
Public utility rate	<b>23. Electricity rate for business use (per kWh)</b>	Basic monthly charge: 25.89 Rate per kWh: 0.16	Basic monthly charge: 33.07 Rate per kWh: 0.21	Source: Contact Energy Plan: Anytime 0–14 KVA (low price plan in Auckland Central) GST included	
	<b>24. Electricity rate for general use (per kWh)</b>	Basic monthly charge: 4.05 Rate per kWh: 0.12	Basic monthly charge: 5.17 Rate per kWh: 0.15	Same as above	
	<b>25. Water rate for business use (per cu.m)</b>	Basic monthly charge: 5.40 Monthly wastewater charge: 39.10 Rate per cu.m: (1) 1.27 (2) 3.04	Basic monthly charge: 6.90 Monthly wastewater charge: 49.93 Rate per cu.m: (1) 1.62 (2) 3.88	Source: Watercare Service Basic charge in Auckland; GST included Monthly wastewater charge: Minimum charge (1) Water (2) Wastewater	
	<b>26. Water rate for general use (per cu.m)</b>	Basic monthly charge: 5.40 Rate per cu.m: (1) 1.27 (2) 3.04	Basic monthly charge: 6.90 Rate per cu.m: (1) 1.62 (2) 3.88	Same as above	
	<b>27. Gas rate for business use (per cu.m)</b>	Basic monthly charge: 35.23 Rate per cu.m: 0.07	Basic monthly charge: 44.99 Rate per cu.m: 0.09	Source: Contact Energy Business Group1 (<10 SCM/HR); low price plan in Auckland Central	
	<b>28. Gas rate for general use (per cu.m)</b>	Basic monthly charge: 30.03 Rate per cu.m: 0.06	Basic monthly charge: 38.35 Rate per cu.m: 0.08	Source: Same as above Standard gas rate in Auckland	
Transporta	<b>29. Container transport (40ft container)</b>	(1) 2,800.09 (2) 3,440.11 (3) 3,900.12	(1) 3,575.99 (2) 4,393.36 (3) 4,980.84	Source: Japan-affiliated sea-transport firm Nearest port: (1) Export to Japan: Nearest port (Auckland Port) to Port of Yokohama (2) Export to third country: Nearest port (Auckland Port) → Third-country destination port (Port of Los Angeles) (3) Import from Japan: Port of Yokohama → Nearest port (Auckland Port)	
	<b>30. Regular gasoline price (1 liter)</b>	1.77 – 1.87	2.26 – 2.39	Source: Price Watch GST included	
	<b>31. Diesel oil price (1liter)</b>	1.19 – 1.23	1.52 – 1.57	Source: Same as above GST included	
Tax	<b>32. Corporate income tax rate</b>	30%		Source: IRD *28% for income years 2012 and later	
	<b>33. Personal income tax rate (highest rate, %)</b>	33% (highest rate)		Source: Same as above (1) up to NZ\$14,000: 10.5% (2) from NZ\$14,001 to NZ\$48,000: 17.5% (3) from NZ\$48,001 to NZ\$70,000: 30% (4) NZ\$70,001 and over: 33% No notification: 45%	
	<b>34. Value-added tax (VAT) (standard rate, %)</b>	15% (GST) (standard rate)		Source: Same as above GST (Good Service Tax)	
	<b>35. Tax on interest remitted to Japan (highest rate, %)</b>	15% (highest rate)		Source: Same as above Double Taxation Relief (Japan) Order 1963 agreement	
	<b>36. Tax on dividends remitted to Japan (highest rate, %)</b>	15% (highest rate)		Same as above	
<b>37. Tax on royalties remitted to Japan (highest rate, %)</b>	15% (highest rate)		Same as above		
Overall	<b>38. Remarks</b>	Nil			

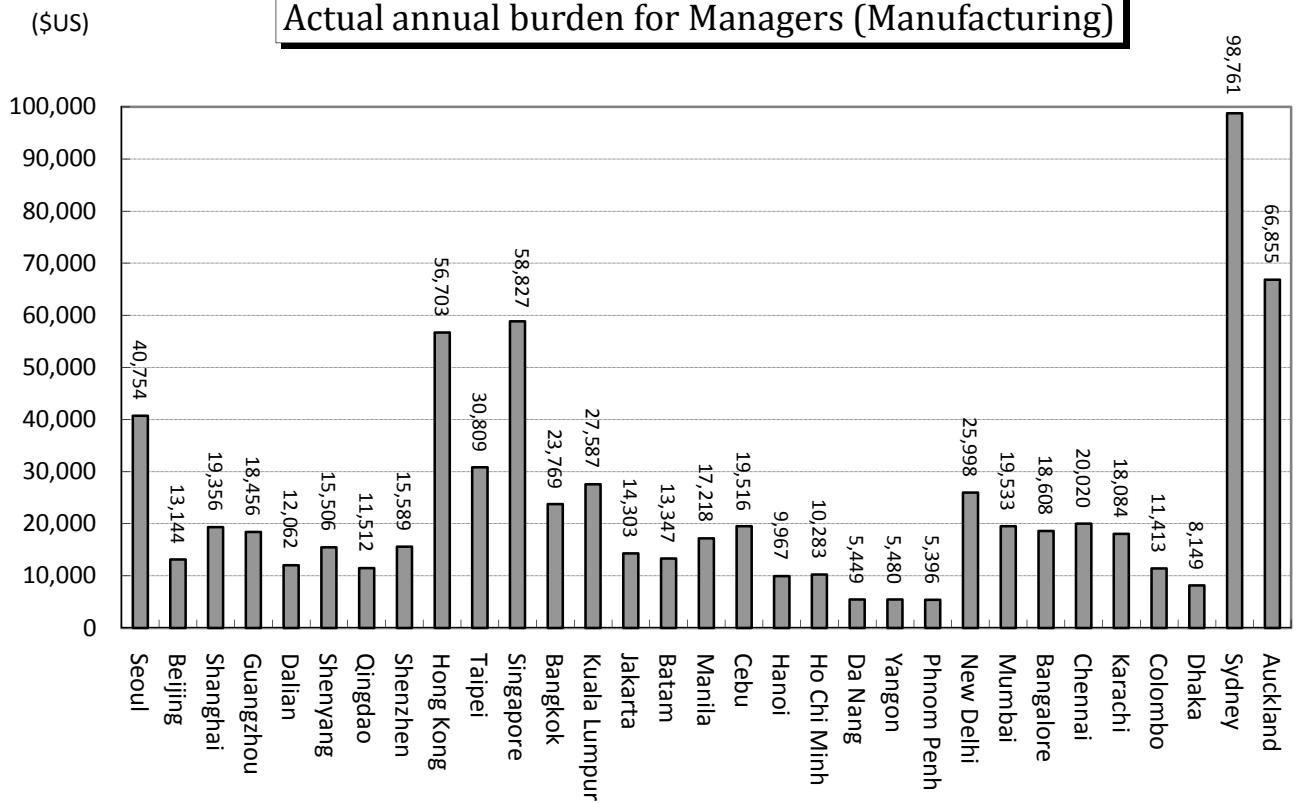
### Actual annual burden for Wokers



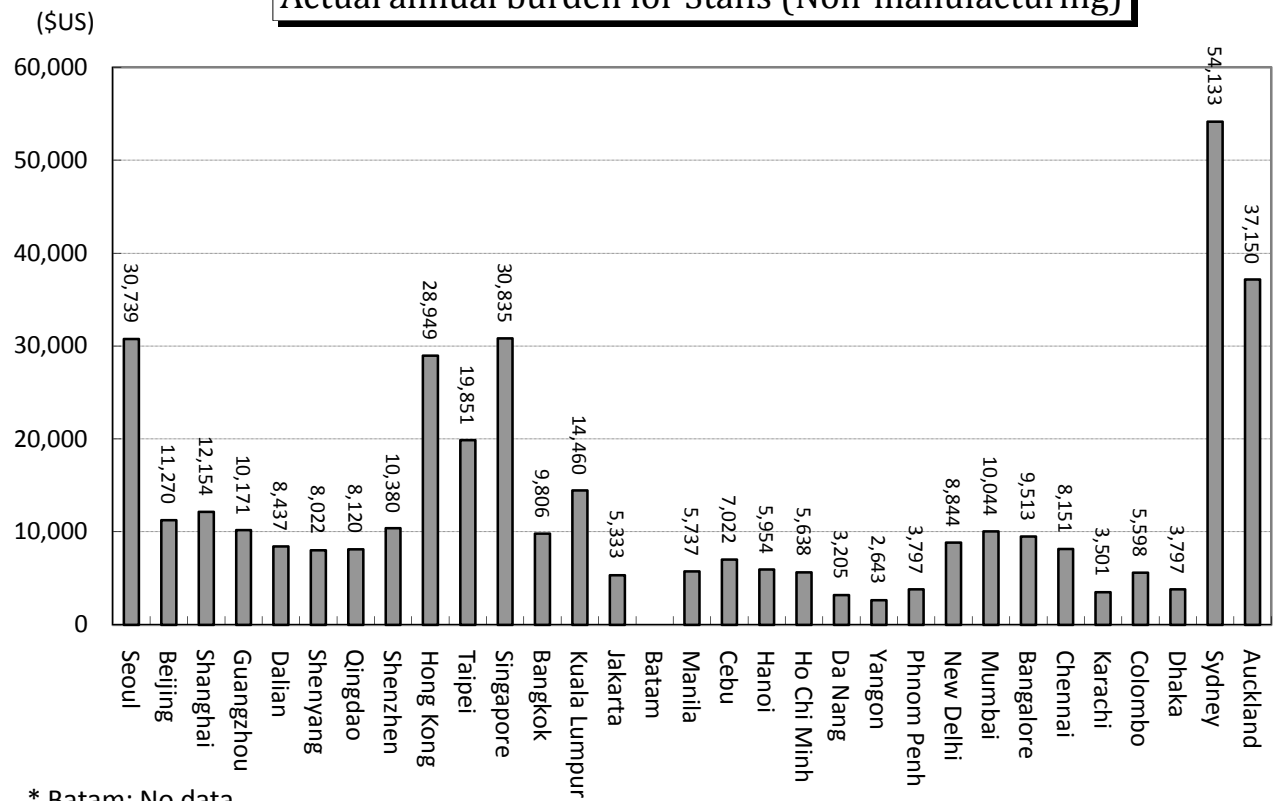
### Actual annual burden for Engineers



### Actual annual burden for Managers (Manufacturing)

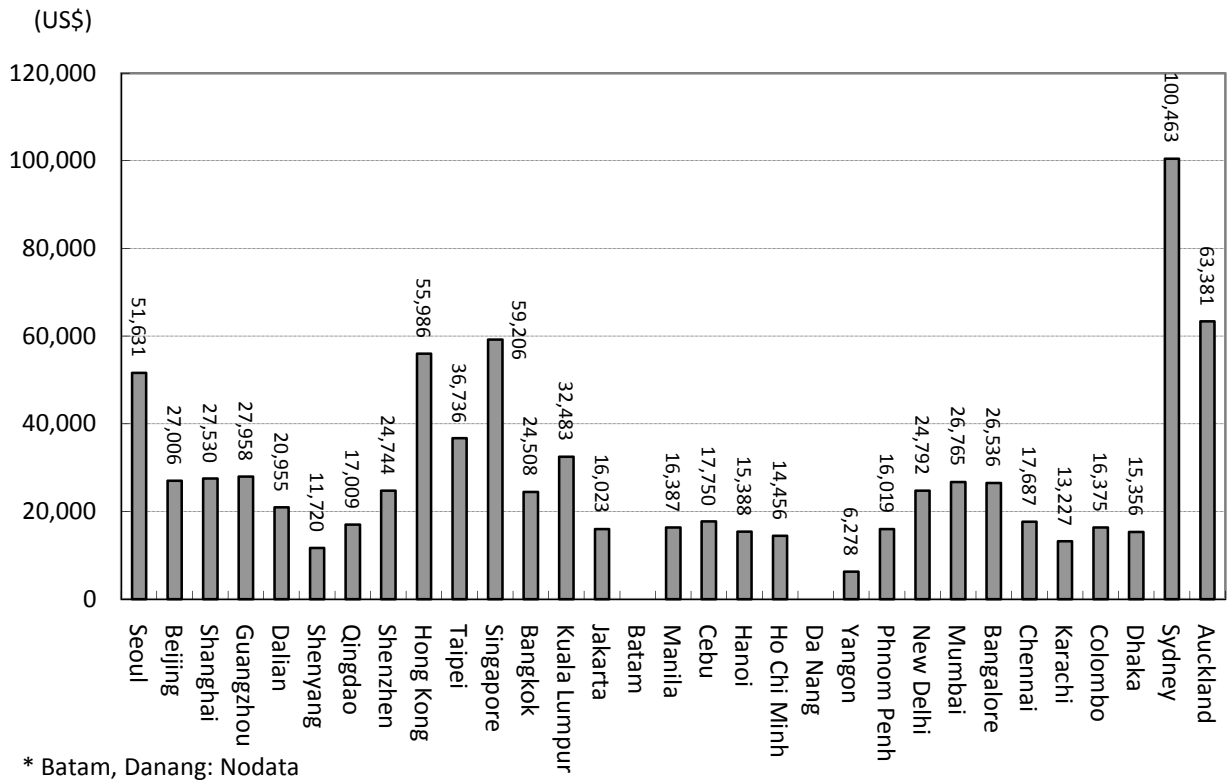


### Actual annual burden for Staffs (Non-manufacturing)

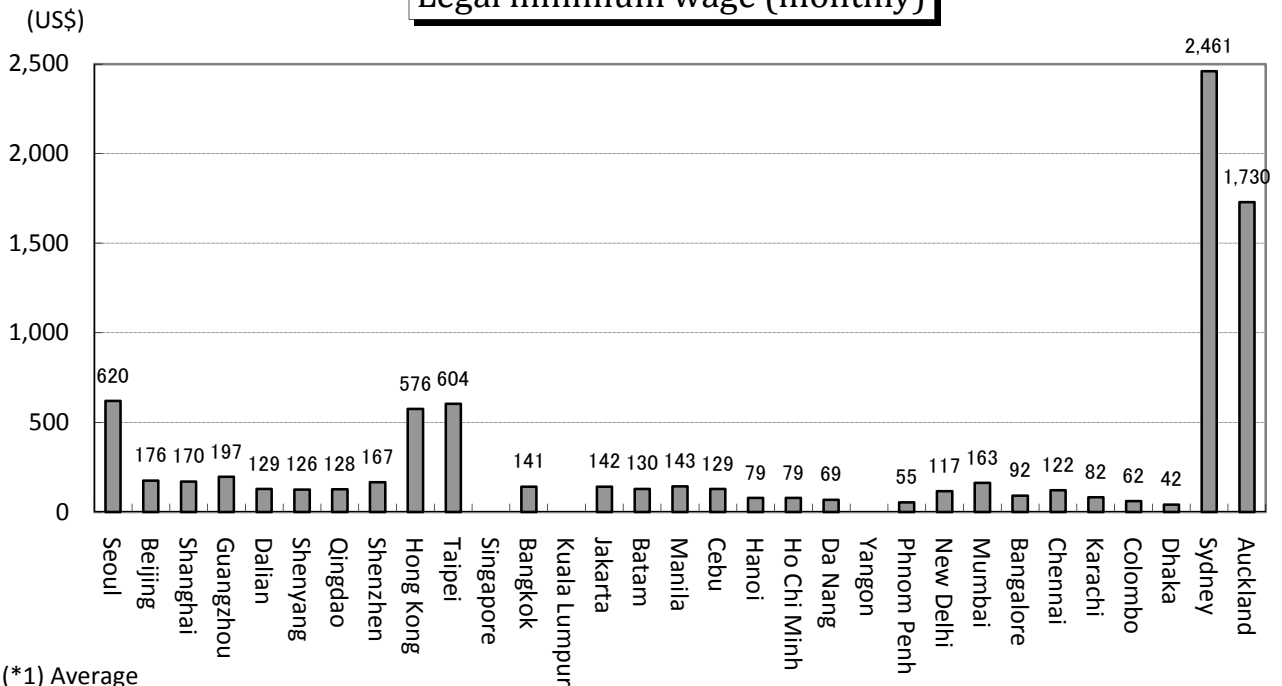


\* Batam: No data

### Actual annual burden for Managers (Non-manufacturing)



### Legal minimum wage (monthly)



(\*1) Average

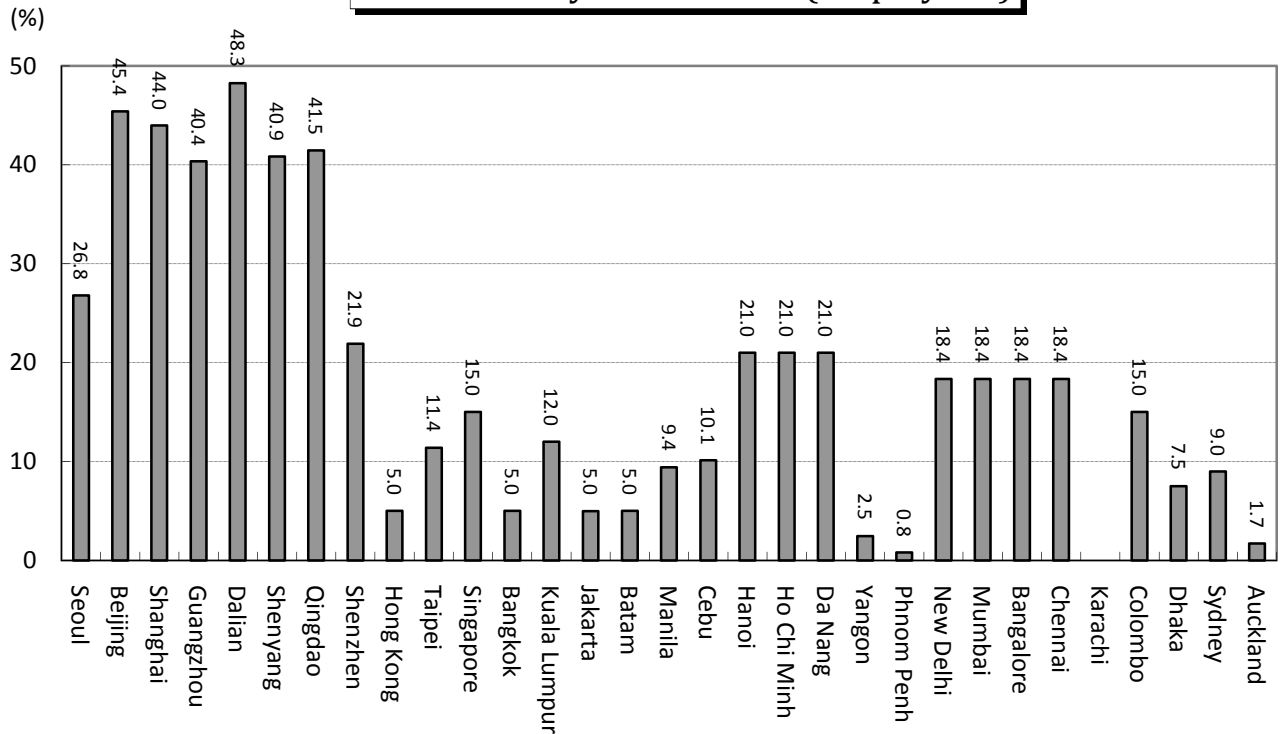
(\*2) New Delhi, Mumbai, Colombo, Dhaka: wages for unskilled worker.

(\*3) Seoul, Hong Kong, Bangkok, Manila, Cebu, Mumbai: hourly wage or daily wage converted into monthly wage (8 hours/day, 20 days/month)

(\*4) Auckland: daily wage X 8 (hours) X 5(days) X 52 (weeks) / 12 (months)

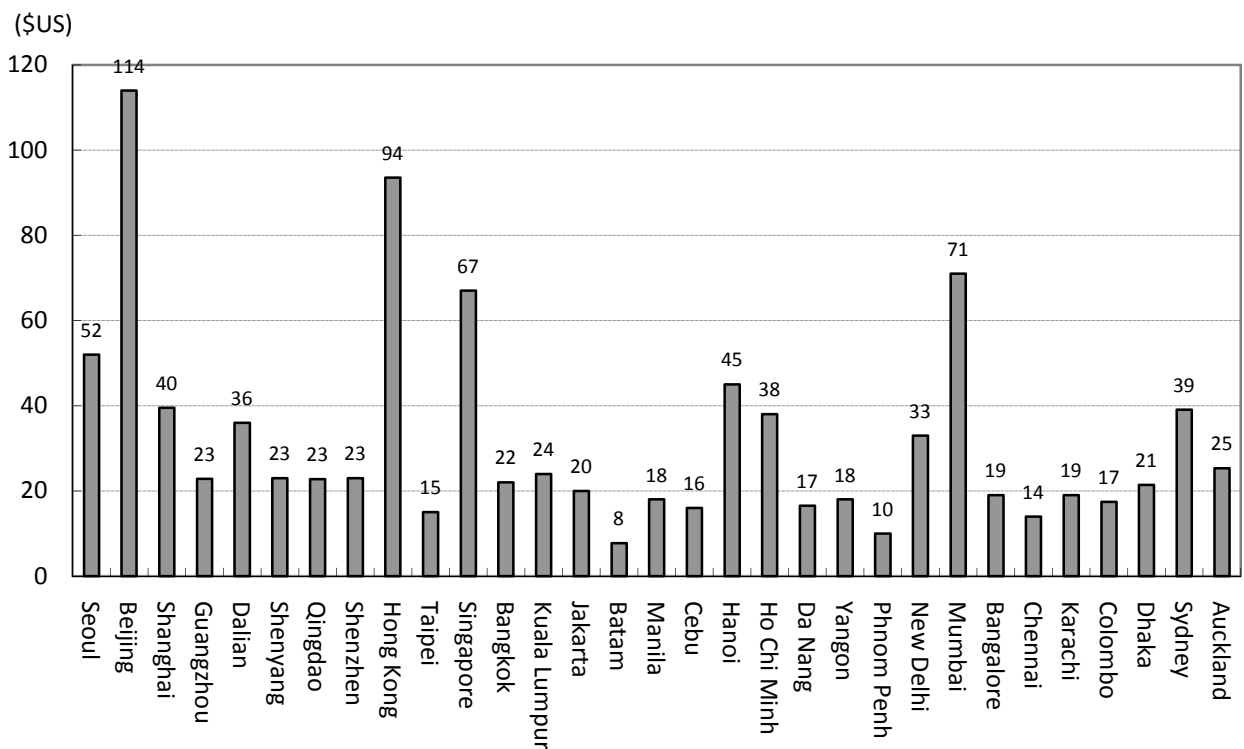
(\*5) Singapore, Kuala Lumpur: No related legislation. Yangon: No regulation for wage.

### Social security burden ratio (Employers')



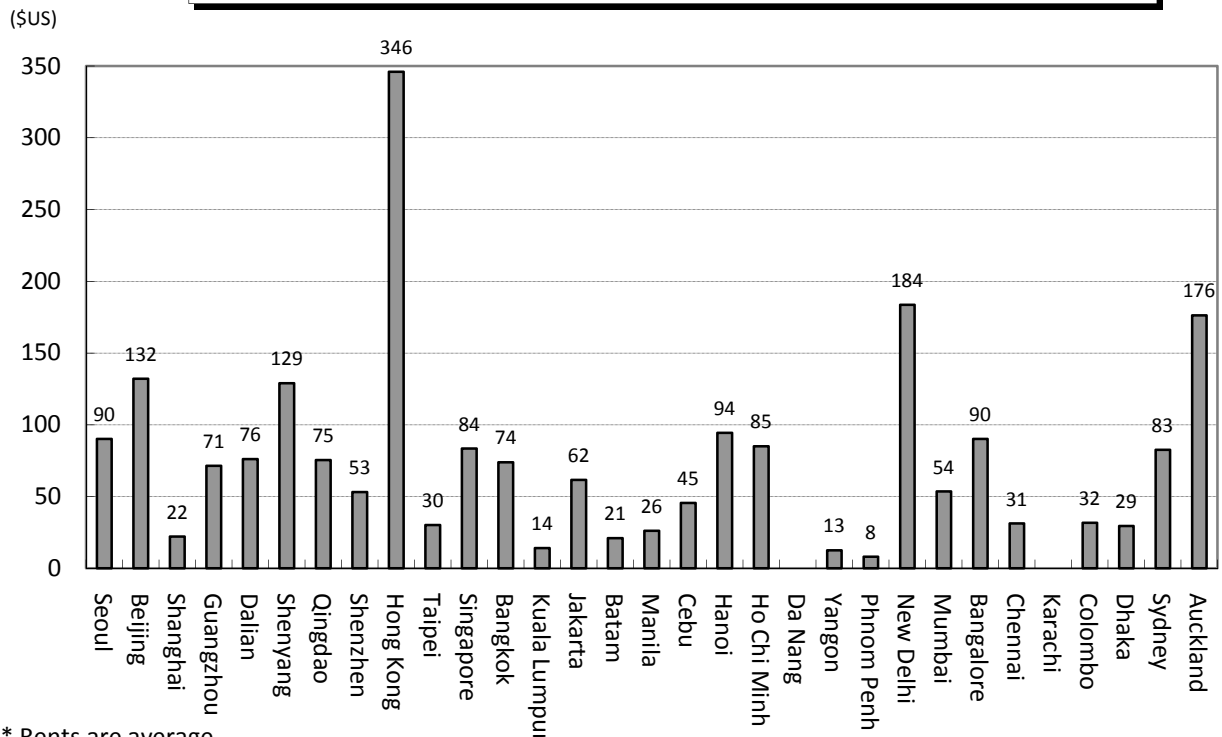
\* Average defrayalrate of an employer against monthly wage (pension, mediacal insurance, employment insurance, etc.)

### Office rent (monthly, per sq.m)



\* Rents are average.

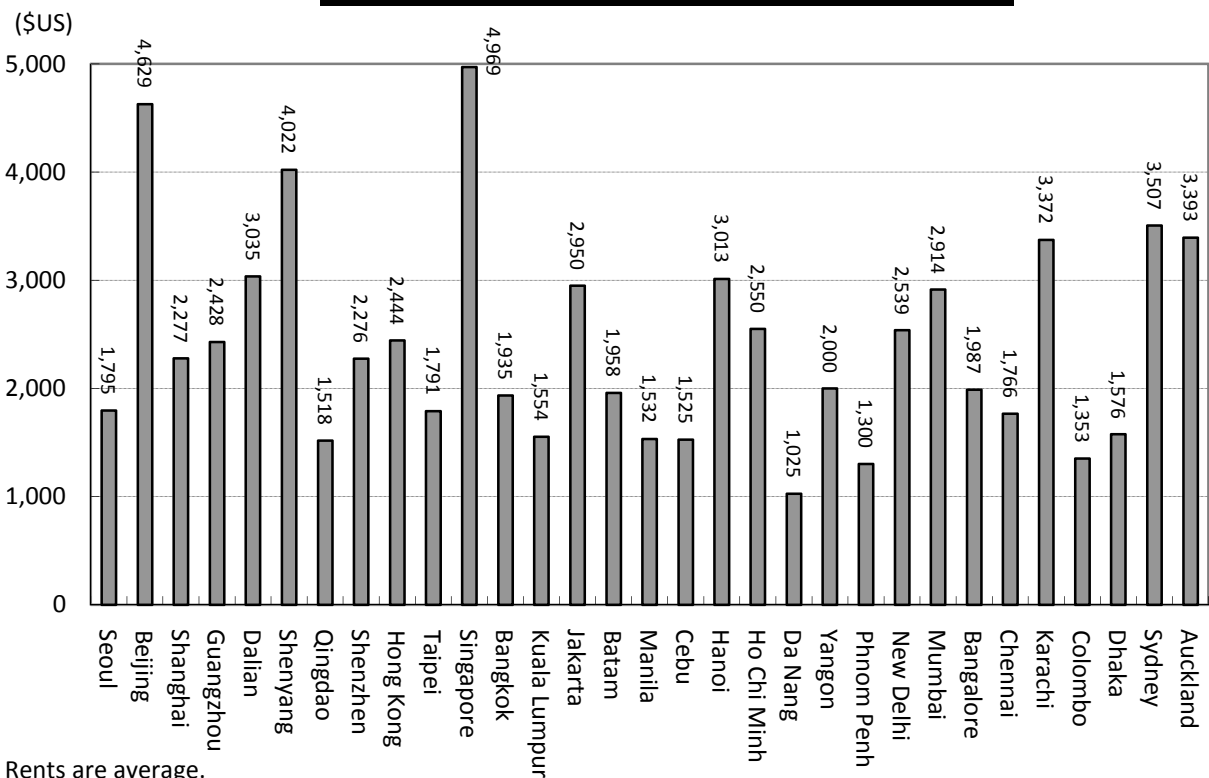
### Store/showroom rent in the city center (monthly, per sq.m)



\* Rents are average.

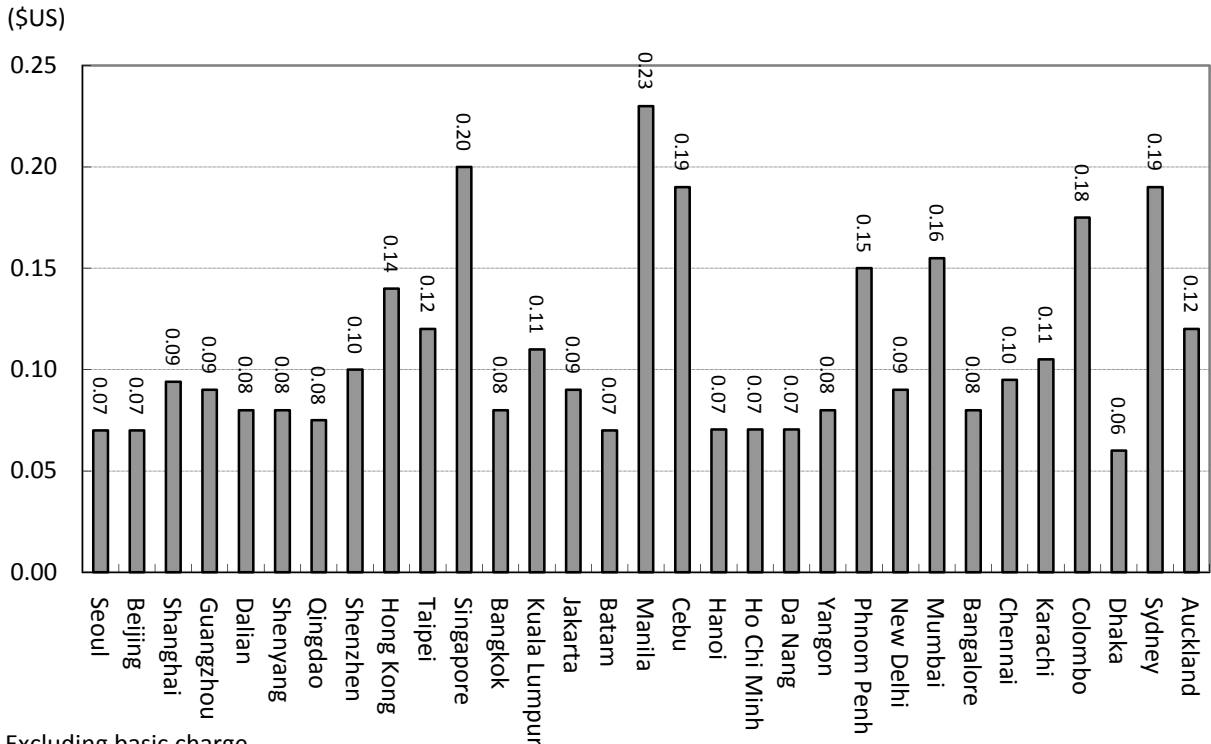
\*\* Da Nang and Karachi: No data

### Housing rent for resident agent (monthly)



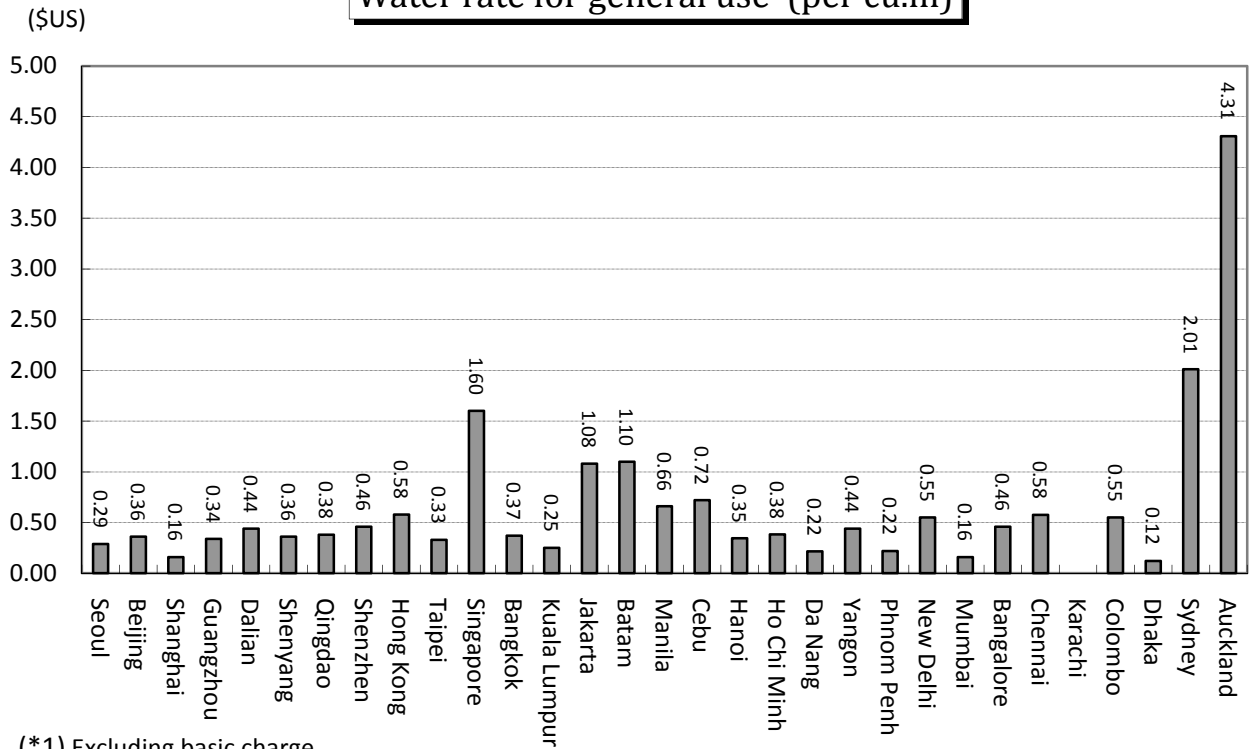
\* Rents are average.

### Electricity rate for general use (per kWh)



\* Excluding basic charge  
 \*\* Average rate

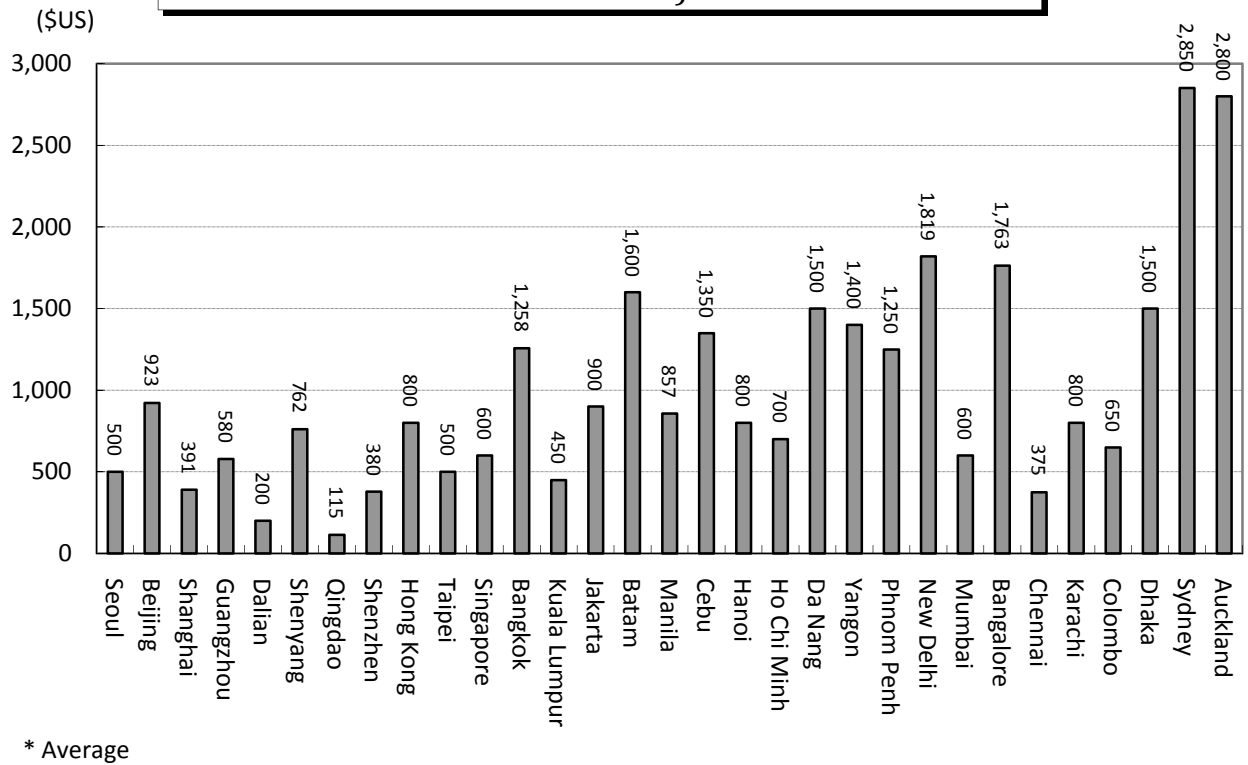
### Water rate for general use (per cu.m)



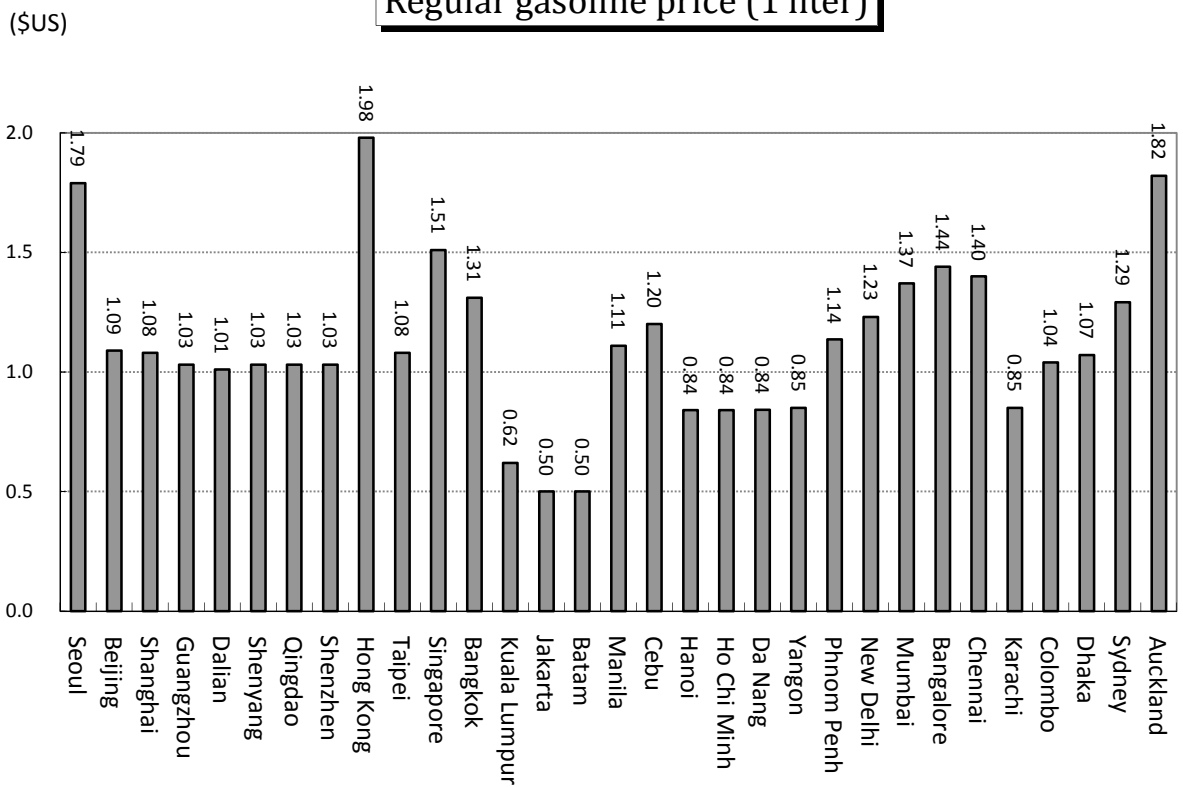
(\*1) Excluding basic charge  
 (\*2) Average rate  
 (\*3) Karachi: fixed monthly charge, Auckland: wastewater charge included



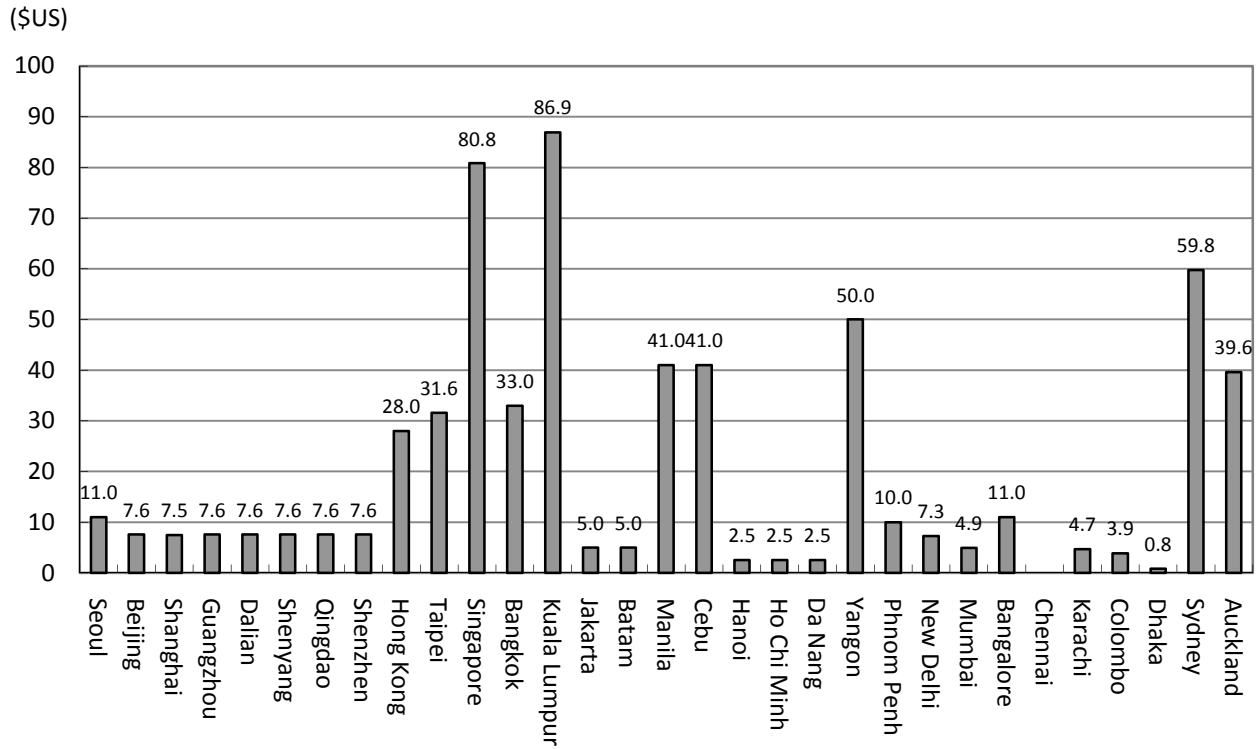
### Container transport (40-foot container, Nearest port to Yokohama)



### Regular gasoline price (1 liter)



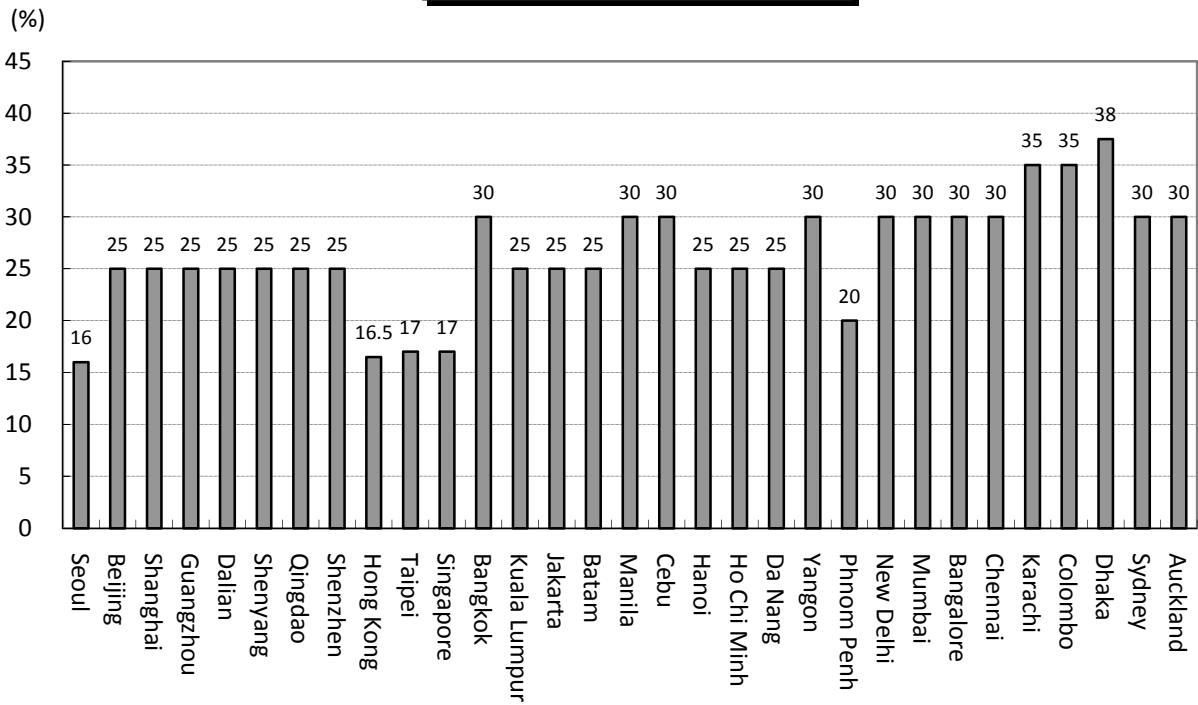
### Mobile phone basic charge (Monthly)



\* Average

\*\* Chennai: no basic charge

### Corporate income tax rate



\* Colombo, Auckland: rate revised on Apr. 1, 2011 (28%)

*Data, statistics and the reference materials within this report have been compiled by JETRO from publicly-released media and research accounts. Although these statements are believed to be reliable, JETRO does not guarantee their accuracy, and such information should be checked independently by the reader before they used to make any business or investment decision.*