

The 20th Comparative Survey of
Investment-Related Costs in
29 Major Cities and Regions in Asia

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Overseas Research Department
Japan External Trade Organization (JETRO)

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In January 2010, JETRO conducted a comparative survey of investment-related costs in 29 major cities and regions in Asia.

In this survey, attention was focused on how the impact of the financial crisis has made itself felt. There was a conspicuous gap between “healthy” countries and regions where the impact was only light and other countries and regions. Increases in wage-related costs stood out in countries such as India and Indonesia. In China, there was a clear increase in wage costs for ordinary worker-class employees, and conditions were apparent in which it has become difficult to secure human resources. At the same time, the downward trend in container transport costs seen in last year’s survey continues.

In recent years, demand has been increasing for investment-related information toward business advancement into the Asia region in service industries such as distribution and sales, finance, and telecommunications. For this reason, this survey looked at wages of shop staff in the apparel and restaurant/bar industries in addition to those of non-manufacturing staff and managers and rent on shop space and showrooms in city centers. While in not a few regions it was difficult to obtain such data due to the limited industrial fields, this data is presented in this report for reference purposes.

Wages

Major regional differences in impact of the financial crisis

While the inflationary factors seen in fiscal 2008 were no longer felt, wages in fiscal 2009 showed differences in the degree of impact of the financial crisis, with gaps appearing between different regions and job types.

For the most part, annual wages and attendant actual costs of general workers in China increased from the previous survey. This reflects current conditions in which competition to secure workers has intensified, as companies seeing steady recovery in business performance since the first half of fiscal 2009 find it is difficult to secure the necessary human resources. At the same time, results were patchy in terms of increases and decreases in salaries of middle managers (section-manager class).

In the ASEAN region, the upward trend in wages (actual annual cost) was pronounced in Indonesia. While inflation itself was resolved rapidly in 2009, wage increases continue unabated in both manufacturing and non-manufacturing industries. In the first quarter of 2009, during the global economic downturn following the collapse of Lehman Brothers, Indonesia recorded real GDP growth of more than 4%, demonstrating the firmness of its economy. At the same time, wages fell in both manufacturing and non-manufacturing industries in Thailand, which saw -7.1% growth during that same period. The breadth of the decrease was particularly large in manufacturing industries. Even Singapore and Malaysia, which like Thailand saw negative growth during the first quarter, saw manufacturing wages drop.

In Vietnam, which recorded positive growth during the first quarter of 2009, wages are in an increasing trend in manufacturing industries. In Hanoi, wages of middle managers rose, while in Ho Chi Minh City those of workers increased. Nevertheless, Vietnam’s wage levels remained relatively low among ASEAN nations.

In New Delhi, India, which has demonstrated marked growth in the Southwest Asia region, wages showed growth of 16.7 - 46.8% across all levels other than managers in non-manufacturing industries. At the same time, Chennai saw uniform decreases, by 6.5 - 24.4%. In Dhaka, Bangladesh, manufacturing wages are in a downward trend, including a 21.5% decrease in workers' wages. In contrast, manufacturing wages increased in Colombo, Sri Lanka.

A freeze on minimum-wage increases in China

While at the time of this survey some countries and regions increased minimum wages as in an ordinary year, China and the Philippines did not implement such increases.

Among the seven cities surveyed in mainland China, at the time of the last survey four had increased minimum wages, and this trend was expected to continue in the future. However, out of concern for the impact of the financial crisis the Chinese government announced in November 2008 a temporary delay in minimum-wage adjustments, so that no increases had taken place by the time of this survey. Still, since the Chinese economy is in a recovering trend some cities subject to the survey increased minimum wages following a February 2010 increase by Jiangsu Province.

While minimum wages in Dalian, Shenyang, and Qingdao are roughly \$100, those in other regions of China are in the \$117 - 141 range. In particular, those in Shanghai (\$141) and Shenzhen (\$139) are higher than in Manila (\$130), which has a high level in ASEAN nations. It also should be noted that Hong Kong is considering adoption of a minimum-wage system this year.

In the Philippines, the minimum-wage increase usually conducted in August of most years was not conducted this year. Thailand postponed any minimum-wage increase during 2009 and implemented a small increase on January 1, 2010. Bangkok's minimum wage rose by three baht to 206 baht per day. When converted to dollars, this represents an increase of 7.7% from the previous year due to the increase in the value of the baht.

At the same time, South Korea, Vietnam, India, and Indonesia increased their minimum wages as in an ordinary year. Vietnam implemented an 11.7% increase on January 1, 2010, from 1.2 million to 1.34 million dong. However, this represents an increase of only 5.7% from the previous year when converted to dollars, due to the decrease in the value of the dong.

Real estate costs

Largely unchanged in ASEAN countries, down in China

In China, the downward trend in rent on housing for expatriate employees seen in the previous survey continues. Such rents decreased largely uniformly, with the exceptions of Dalian and Shenyang.

In contrast, in most cities in ASEAN nations and Southwest Asia rents remained largely unchanged. Marked increases were seen in Jakarta, Dhaka, and New Delhi, with rents in Dhaka and New Delhi reaching the same level as in Singapore. Rents in Jakarta are closing in on those in Hanoi, which showed a substantial increase last year.

At the same time, office rents per square meter decreased in most locations across the entire Asia region. In particular, office rents fell substantially, by more than 20%, in India. Even in China rents fell except for in Shanghai and Dalian, where they stayed largely unchanged. These drops can be thought to have been caused by a decrease in companies' motivation to open new facilities in these markets due to uncertain economic prospects resulting from the outbreak of the financial crisis. In ASEAN nations, rents fell in all cities other than Bangkok, Manila, and Da Nang. In Ho Chi Minh City, which had the highest rents among those in ASEAN nations, they fell by 30.9% in fiscal 2009, decreasing the gap between that city and others such as Hanoi and Singapore.

Container transportation costs

Cost of transport between Mumbai and Yokohama up 10%

Container transportation costs remained in the downward trend seen in most cities in the previous survey, dragged down by the decrease in demand accompanying the global economic downturn that began in the second half of 2008.

A look at conditions in the sea transportation market shows that at the time of this survey the Baltic Dry Index* had recovered to 3,299 points from 908 points in the previous survey (January 15, 2009), returning to its level from prior to the collapse of Lehman Brothers (September 2008). While container fares too appear to be reflecting this rebound, with somewhat of a delay, conditions vary by port.

A look at (40-foot) container transportation costs to Yokohama shows a marked increase from the previous year for those from India. The cost for transportation from Mumbai increased by 10.2% from the previous year to \$606, while that from Chennai grew by 5.1% to \$1,011 (\$1,737 from the Bangalore Container Depot). In ASEAN nations, the cost from Bangkok (Laem Chabang) rose by 28.7% to \$1,139, and that from Singapore by 8.3% to \$650. On the other hand, as it did last year the cost of transport from Kuala Lumpur (Port Klang) decreased, falling by 29.4%. Costs from Jakarta (Tanjung Priok), Hanoi (Hai Phong), and Manila also fell, by 12 - 17%. In China as well, costs of transport to Yokohama fell uniformly, with the exception of those from Guangzhou and Shenzhen.

* An indicator of sea-transportation market conditions indexing the transportation charges of unscheduled (dry bulk) carriers, announced by the Baltic Exchange in the United Kingdom.

* This survey was first conducted in 1995. This latest survey is the twentieth.

Wages, land prices, office rents, telecommunications expenses, utility rates, and other investment-related costs are converted into U.S. 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). Cited wage data by job type is from the 2009 Survey of Japanese-Affiliated Firms in China, Hong Kong, Taiwan and Korea (published in January 2009) and the 2009 Survey of Japanese-Affiliated Firms in Asia and Oceania (published in March 2009), compiled by JETRO's Overseas Research Department.

In principle, interbank exchange rates as of January 15, 2010 have been employed as exchange rates of local currencies against the U.S. dollar.

Seoul (Korea)				
US\$1=KRW1,125.00 (Interbank rate as of Jan. 15, 2009)				
		US\$	KRW	Remarks
Wages	1. Workers (fulltime general workers)	1,219.5(monthly)	1,486,811.1(monthly)	Source: Survey on Japanese Companies' Activities in Asia in 2009 –China, Hong Kong, Taiwan, Korea– (conducted in Sep– Oct 2009, used average exchange rates in September 2009) 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\$24,646.1 (KRW30,047,240.6)
	2. Engineers (fulltime mid-level engineers)	1,675.2(monthly)	2,042,351.3(monthly)	Source: Survey on Japanese Companies' Activities in Asia in 2009 –China, Hong Kong, Taiwan, Korea– (conducted in Sep– Oct 2009, used average exchange rates in September 2009) 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\$31,178.3 (KRW38,011,072.3)
	3. Managers (fulltime section and department chief level)	2,436.6(monthly)	2,970,532.6(monthly)	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\$42,659.6 (KRW52,008,428.5)
	4.shop staff(Apparel)	1,637.10	1,841,743	Source: 2008 data from Basic Survey on Wage Structures, National Statistics Office Total monthly salary amount in retail and consumer–product repair industries
	5.shop staff(Food)	1,404.88	1,580,494	Source: 2008 data from “Basic Survey on Wage Structures,” National Statistics Office Total monthly salary amount in lodging and restaurant/bar industries
	6. Legal minimum wage	3.65/hour 29.23/day (8hour)	4,110/hour 32,880/day (8hour)	Revised: Jan. 1, 2010 Applicable dates: Jan. 1 – Dec. 31, 2010
	7.Bonus payments (fixed bonus + variable bonus)	4.7 months base salary		Source: Survey on Japanese Companies' Activities in Asia in 2009 –China, Hong Kong, Taiwan, Korea– (conducted in Sep– Oct 2009, used average exchange rates in September 2009)
	8.Social security burden ratio	Employer's burden rate: 8.64%~44.64% Employee's burden rate: 7.79% Breakdown of employer's burden rate: Unemployment insurance: 0.7%~1.3% Health insurance: 2.665% Pension: 4.5% Other: 0.6%~36.0% (Industrial accident insurance) Health insurance x 6.55% (Long-term medical treatment insurance) Breakdown of Employee's burden rate: Unemployment insurance: 0.45% Health insurance: 2.665% Pension: 4.5% Other: Health insurance		Source: Korea Labor Welfare Corporation, National Health Insurance Corporation, National Pension Corporation
	9.Nominal wage increase rate	2007: 6.9% 2008: 3.4% 2009: △ 1.6%		Source: Ministry of Labor and National Statistics Office
Land price, office rents, etc.	10. Industrial estate (land) purchase rate	267.56	301,000	Source: Korea Land Information System (http://jiga.chungnam.net) Official 2009 land value for 739, Baek-seok-Dong, Seobuk-gu, Cheonan-si, Chungcheongnam-do Name of industrial park: Cheonan Foreign Investment Zone

Seoul (Korea)				
US\$1=KRW1,125.00 (Interbank rate as of Jan. 15, 2009)				
		US\$	KRW	Remarks
	11.Industrial estate rent (monthly) (per sq.m)	0.18	200	Source: Korea Industrial Complex Corporation (www.kicox.or.kr) Name of industrial park: Cheonan Foreign Investment Zone Breakdown of taxes and expenses: maintenance fees and taxes not included
	12.Office rent (monthly) (per sq.m)	49.83	56,064	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 of 331,539 won/sq. m not included in the contract money
	13.Housing rent for foreigners (monthly)	1,866.67	2,100,000	Source: Nara Real Estate District: Ichon-dong, Yongsan-gu, Seoul (Japanese residential district, 9 km from central Seoul) Type of residence: apartment complex; leased floor area: 83 sq. m Breakdown of taxes and expenses: security deposit of 20 million won/sq. m, contract money and administrative expenses not included, VAT included Special local practices on rental of residential property (if applicable): two-year lease required
Telecomm unication expenses	14.Telephone installation fee	53.33	60,000	Source: KT Corporation (www.qook.co.kr) Uniform procedure applies nationwide Registration fee waived when applying online (including VAT 10%)
	15.Telephone charge	basic monthly charge: 4.62 Call charge per min.: 0.03	basic monthly charge : 5,200 Call charge per min.: 39	Source: KT Corporation (www.qook.co.kr) VAT paid separately Within 30 km Toll 39 won for up to three minutes (minimum toll)
	16.International call charge (for 3 min. to Japan)	1.86	2,088	Source: KT Corporation (http://kt001.qook.co.kr) 696 won/min. VAT not included
	17. Mobile phone subscription fee	35.2	39,600	Source: SK Telecom (www.tworld.co.kr) Including VAT 84.7 sq. m. Condition of two-year contract
	18.Mobile phone basic charge	basic monthly charge: 10.67 Call charge per min.: 0.10	basic monthly charge : 12,000 Call charge per min.: 108	Source: SK Telecom (www.tworld.co.kr) 18 won/10 seconds VAT paid separately
	19.Internet connection fee (Broadband)	Initial contract fee: 26.67 basic monthly charge: 26.67	Initial contract fee: 30,000 basic monthly charge: 30,000	Source: KT (www.qook.co.kr) Speed: 50 Mbps (download)/10 Mbps (upload) (VDSL) VAT paid separately 8,000 won/month for modem use applies for contracts less than three years in length
Electricity Rate	20. Electricity rate for business use (per kWh)	basic monthly charge: 3.87 Rate per kWh: 0.05	basic monthly charge: 4,350 Rate per kWh: 56.70	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)
	21.Electricity rate for general use (per kWh)	basic monthly charge: 4.69 Rate per kWh: 0.06	basic monthly charge : 5,280 Rate per kWh: 69.50	Source: KEPCO (http://cyber.kepco.co.kr) For contract demand less than 1,000 kWh Rate per kWh for Feb. - Mar. (Varies by season)
Water rate	22.Water rate for business use (per cu.m)	basic monthly charge: 0.02/m3 Metered charge: 0.01/cu.m Excess charge: 0.04/cu.m	basic monthly charge: 20.84/m3 Metered charge: 9.444/cu.m Excess charge: 45.68/cu.m	Source: The Office of Waterworks Seoul Metropolitan Government (http://legal.seoul.go.kr)
	23.Water rate for general use (per cu.m)	basic monthly charge: 0.96/m3 per cu.m: 0.28	basic monthly charge : 1,080/m3 per cu.m: 320	Source: The Office of Waterworks Seoul Metropolitan Government (http://legal.seoul.go.kr) 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
Gas rate	24.Gas rate for business use (per cu.m)	basic monthly charge: Nil per cu.m: 0.59	basic monthly charge : Nil per cu.m: 659.95	Source: Seoul City Gas Co., Ltd. (www.seoulgas.co.kr) City industrial use, VAT paid separately, type of gas: LNG
	25. Gas rate for general use (per cu.m)	basic monthly charge: 0.75/m3 per cu.m: 0.63/m3	basic monthly charge : 840.00 per cu.m: 708.88	Source: Seoul City Gas Co., Ltd. (www.seoulgas.co.kr) City home cooking use, VAT paid separately, type of gas: LNG

Seoul (Korea)				
US\$1=KRW1,125.00 (Interbank rate as of Jan. 15, 2009)				
		US\$	KRW	Remarks
Transportation	26.Container transport (40-foot container)	(1) 500 (2) 1,200 (3) 400	(1) 562,500 (2) 1,350,000 (3) 450,000	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 (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
	27. Regular gasoline price (1 liter)	1.66	1,863	Source: Oil Price Watch (www.oilpricewatch.com) Retail price at SK gas station in Kyongwoon-dong, Jongro-gu, Seoul
	28.Diesel oil price (1liter)	1.47	1,650	Source: Oil Price Watch (www.oilpricewatch.com) Retail price at SK gas station in Kyongwoon-dong, Jongro-gu, Seoul
Exchange	29.Exchange rate (1 US dollar)	1 US dollar=1,125.00 Won		
Taxation	30.Corporate income tax rate	National Tax: (a) 10%, (b) 22% Local tax: inhabitant tax, 10% of national tax amount (Local Tax Act 176(2) discount corporate tax) Other tax and public dues: 0%		Source: Article 55 (Tax Rates), Corporate Tax Act (a) Tax base 200 million won or less (b) Tax base more than 200 million won
	31.Personal income tax rate (highest rate, %)	National Tax: 35% (maximum tax rate) Local tax: inhabitant tax, 10% of national tax amount ((Local Tax Act 176(2) discount income tax)		Source: Article 55 (Tax Rates), Income Tax Act Progressive taxation system with four stages from 6% to 35% 12 million won or less: 6% 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 amount over 46 million won) More than 88 million won: 15.9 million won + (35% multiplied by amount over 88 million won)
	32.Value-added tax (VAT) (standard rate, %)	10% (Standard rate)		Source: Article 14 (Tax Rates), Value-Added Tax Act National Tax Service
	33.Tax on interest remitted to Japan (highest rate, %)	10% (maximum tax 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.
	34.Tax on dividends remitted to Japan (highest rate, %)	15% (maximum tax 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%.
	35.Tax on royalties remitted to Japan (highest rate, %)	10% (maximum tax 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.
Overall	36.Remarks	No		
	37.Period of the survey	18-Jan-10		
Wages	38. Non-manufacturing (fulltime general workers)	1,747.5(monthly)	2,130,494.8(monthly)	Source: Survey on Japanese Companies' Activities in Asia in 2009 -China, Hong Kong, Taiwan, Korea- (conducted in Sep- Oct 2009, used average exchange rates in September 2009) 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\$29,845.5 (KRW36,386,185.3)

Seoul (Korea)				
US\$1=KRW1,125.00 (Interbank rate as of Jan. 15, 2009)				
		US\$	KRW	Remarks
	39.Non-manufacturing (fulltime section and department chief level)	2,843.8(monthly)	3,467,072.9(monthly)	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\$48,273.8 (KRW58,853,011.0)
Land price, office rents, etc.	40.Store/showroom rent in the city center (monthly) (per sq.m)	70.98	79,854.81	Euljiro 2-ga, Jung-gu, Seoul (fashion and commercial district of the central-city district of Myeongdong) Security deposit 150 million won (\$133,333.33), key money 150 million won (\$133,333.33), paid separately upon lease Maintenance fees, VAT not included Supplied floor area/leased floor area (82.65 sq. m/52.89 sq. m); 6.6 million yen/month (\$5,866.67) Rent based on supplied floor area

Beijing (China)				
US\$1=RMB6.8271 (Interbank rate as of Jan. 15, 2010)				
		US\$	Local currency :	Remarks
Wages	1. Workers (fulltime general workers) Base salary (monthly)	379.1(monthly)	2,588.3(monthly)	Source: Survey on Japanese Companies' Activities in Asia in 2009 –China, Hong Kong, Taiwan, Korea– (conducted in Sep– Oct 2009, used average exchange rates in September 2009) 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\$6,256.8(RMB42,719.8)
	2. Engineers (fulltime mid-level engineers) Base salary (monthly)	700.7(monthly)	4,784.3(monthly)	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\$11,962.1(RMB81,673.7)
	3. Managers (fulltime section and department chief level) Base salary (monthly)	1,199.2(monthly)	8,188(monthly)	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\$21,413.5(RMB146,205.3)
	4.shop staff(Apparel)	395.8	2,701.92	Source: Beijing Municipal Bureau of Statistics Average annual pay in the retail industry converted to monthly amount; 2008 figures
	5.shop staff(Food)	296.7	2,025.83	Source: Same as above Average annual cost for restaurant/bar industry converted to monthly amount; 2008 figures
	6. Legal minimum wage	117.2/month	800/month	Source: Beijing Municipal Bureau of Labor and Social Security 2008 report on wages, no. 129 Revised: July 1, 2008
	7.Bonus payments (fixed bonus + variable bonus)	2 months base salary		Source: Source: Survey on Japanese Companies' Activities in Asia in 2009 –China, Hong Kong, Taiwan, Korea– (conducted in Sep– Oct 2009)
	8.Social security burden ratio	Employer's burden rate:44%~46.8% Employee's burden rate:22.2%+3RMB Breakdown: 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% Breakdown of employee's burden rate: Old-age insurance: 8% Medical insurance: 2%+3 RMB Unemployment insurance: 0.2% Housing fund: 12%		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 Center FY 2009 Beijing residential reserve rates and maximum amounts
	9.Nominal wage increase rate	2006年: 17.3% 2007年: 15.9% 2008年: 21.1%		Source: Beijing Municipal Bureau of Statistics
Land price, office rents, etc.	10. Industrial estate (land) purchase rate	65.9~80.6	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
	11.Industrial estate rent (monthly) (per sq.m)	4.4~6.6	30~45	Source: Same as above Standard factory in Beijing Economic and Technological Development Zone 30 km to Beijing Capital International Airport Tax included

Beijing (China)				
US\$1=RMB6.8271 (Interbank rate as of Jan. 15, 2010)				
		US\$	Local currency :	Remarks
	12.Office rent (monthly) (per sq.m)	46.9~67.4	320~460	Source: Beijing real-estate (Beijing office-building) search website Trade office buildings Central business district (CBD) Maintenance fee (4.5 RMB (\$0.70)/sq. m) included
	13.Housing rent for foreigners (monthly)	2,636.6~6,591.4	18,000~45,000	Source: China World Trade Center website China World Apartments, Beijing Central business district Type of residence: condominium (1 – 3 bedroom with living room, dining room, and kitchen) Floor area used: 70 – 158.50 sq. m
Telecomm unication expenses	14.Telephone installation fee	34.4	235	Source: China Unicom Ltd. Toll calculation method: 15 RMB installation charge + 220 RMB fees
	15.Telephone charge	basic monthly charge :3.2 Call rate per min:0.03 (up to 3 min,within the city),0.016 (after the 3min, within the city)	basic monthly charge :21.6 Call rate per min.:0.22 (up to 3 min,within the city),0.011 (after the 3min, within the city)	Source: Same as above
	16.International call charge (for 3 min. to Japan)	3.5 (7:00~24:00) 2.1 (0:00~7:00)	24 (7~24:00) 14.4 (0:00~7:00)	Source: China Mobile Group Beijing Co., Ltd.
	17. Mobile phone subscription fee	7.3	50	Source: Same as above Purchase price of Gotone SIM card
	18.Mobile phone basic charge	basic monthly charge :7.3 Call rate per min.:0.06	basic monthly charge :50 Call rate per min.:0.4	Source: Same as above
	19.Internet connection fee (Broadband)	(1) 43.9 (2) 17.6	(1) 300 (2) 120	Source: China Mobile Group Beijing Co., Ltd. (1) Initial contract charge (ADSL: 512 kbps; LAN: 512 kbps – 1 M) (2) Monthly charge (unlimited use)
Electricity Rate	20. Electricity rate for business use (per kWh)	basic monthly charge :Nil Rate per kWh:0.08	basic monthly charge :Nil Rate per kWh:0.58	Source: JETRO survey of investment conditions in leading development areas Beijing Economic and Technological Development
	21.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: National Development and Reform Commission, Beijing (2009), no. 2177
Water rate	22.Water rate for business use (per cu.m)	basic monthly charge :Nil Rate per cu.m:0.9	basic monthly charge :Nil Rate per cu.m:6.21	Source: National Development and Reform Commission, Beijing (2009), no. 2400, (2009), no. 2555
	23.Water rate for general use (per cu.m)	Rate per cu.m:Nil Rate per cu.m:0.6	basic monthly charge :Nil Rate per cu.m: 4.0	Source: Same as above
Gas rate	24.Gas rate for business use (per cu.m)	basic monthly charge :Nil Rate per cu.m:0.3	basic monthly charge :Nil Rate per cu.m:1.8	Source: JETRO survey of investment conditions in leading development areas Beijing Economic and Technological Development Zone
	25. Gas rate for general use (per cu.m)	basic monthly charge :Nil Rate per cu.m:0.3	basic monthly charge :Nil Rate per cu.m:2.05	Source: National Development and Reform Commission, Beijing (2007), no. 573 Natural gas
Transport ation	26.Container transport (40-foot container)	(1) 100~600 (2) 1,700~3,200 (3) 200~300	(1) 682.7~4,096.3 (2) 11,606.1~21,846.7 (3) 1,365.4~2,048.1	Source: Nissin Corporation Beijing Office Plant (city): Tianjin Nearest port: Port of Tianjin Third-country destination port: Port of Los Angeles (1) Export to Japan: Nearest port (Port of Tianjin) → Port of Yokohama (2) Export to third country: Nearest port (Port of Tianjin) → Port of Los Angeles (3) Import from Japan: Port of Yokohama → Nearest port (Port of Tianjin)
	27. Regular gasoline price (1 liter)	0.98	6.66	Source: National Development and Reform Commission, Beijing AI-93 gasoline
	28.Diesel oil price (1liter)	0.97	6.6	Source: Same as above No. 0 diesel
Exchange	29.Exchange rate	US\$1=RMB6.8271		

Beijing (China)				
US\$1=RMB6.8271 (Interbank rate as of Jan. 15, 2010)				
		US\$	Local currency:	Remarks
Taxation	30. 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.
	31. Personal income tax rate (highest rate, %)	45%		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%
	32. 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) When a tax equivalent to a VAT applies Name: VAT Standard tax rate: 17%
	33. Tax on interest remitted to Japan (highest rate, %)	10%		Source: Tax treaty between China and Japan Article 11 of tax treaty with Japan
	34. Tax on dividends remitted to Japan (highest rate, %)	10%		Source: Tax treaty between China and Japan Article 10 of tax treaty with Japan
	35. Tax on royalties remitted to Japan (highest rate, %)	10%		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)
Overall	36. Remarks	–		
	37. Survey period	January 19, 2010		
Wages	38. Non-manufacturing (fulltime general workers)	549.4(monthly)	3,750.8(monthly)	Source: Survey on Japanese Companies' Activities in Asia in 2009 –China, Hong Kong, Taiwan, Korea– (conducted in Sep– Oct 2009, used average exchange rates in September 2009) 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\$10,100.9 (RMB68,966.2)
	39. Non-manufacturing (fulltime section and department chief level)	1,424.9(monthly)	9,728.8(monthly)	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\$24,857.9 (RMB169,722.3)
Land price, office rents, etc.	40. Store/showroom rent in the city center (monthly) (per sq.m)	112.2	765.66	Source: Essence Securities analysis of China international-trade stocks, Aug. 2009 China World Mall, 1 Jianguomenwai Dajie (Chang'an Jie) Tax included

Shanghai (China)				
US\$1 = RMB6.8271 (Interbank rate as of Jan. 15, 2010)				
		US\$	RMB	Remarks
Wages	1. Workers (fulltime general workers) Base salary (monthly)	302.2(monthly)	2,063.0(monthly)	Source: Survey on Japanese Companies' Activities in Asia in 2009 –China, Hong Kong, Taiwan, Korea– (conducted in Sep– Oct 2009, used average exchange rates in September 2009) 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\$5,710.1 (RMB38,987.0)
	2. Engineers (fulltime mid-level engineers) Base salary (monthly)	633.2(monthly)	4,323.0(monthly)	Source: Same as above Regular employment Base salary Engineers of vocational college or university graduate level or above with about 5 years work experience Used average exchange rates in September Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$12,016.8 (RMB82,047.0)
	3. Managers (fulltime section and department chief level) Base salary (monthly)	1,100.4(monthly)	7,513.0(monthly)	Source: Same as above Regular employment Base salary Managers of university graduate level or above with about 10 years work experience Used average exchange rates in September Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$20,071.8 (RMB137,044.0)
	4.shop staff(Apparel)	(1) 134.2 (2) 260.0 (3) 286.1	(1) 916.1 (2) 1,775.0 (3) 1,953.1	(1) Source: Shanghai Quick Myts 2009 report on 2008 survey of salaries at Japanese-affiliated companies in the East China (Shanghai) region (Feb. 2009) Median average (average value not including top and bottom 10%) pay of shop staff (sample size: 73) Converted to monthly figure based on annual income Annual income includes performance-based pay and bonuses but does not include overtime Since there is considerable variation on performance-based pay in particular, this figure should not be considered to apply generally. (2) Source: Same as above Median average pay of shop managers and shop leaders (sample size: 13) Converted to monthly figure based on annual income Annual income includes performance-based pay and bonuses but does not include overtime. Since there is considerable variation on performance-based pay in particular, this figure should not be considered to apply generally. (3) Source: Shanghai Statistical Yearbook 2009 (2008 data) Average pay in the retail industry Annual amount converted to monthly figure
	5.shop staff(Food)	(1)358.9 (2)486.3 (3)905.7 (4)364.6	(1)2,450.0 (2)3,320.0 (3)6,183.3 (4)2,489.2	(1) Source: Shanghai Quick Myts 2010 report on 2009 survey of salaries at Japanese-affiliated companies in the East China (Shanghai) region (Feb. 2010) Median average (average value not including top and bottom 10%) pay of shop staff (sample size: 10) Converted to monthly figure based on annual income Annual income includes performance-based pay and bonuses but does not include overtime. Since there is considerable variation on performance-based pay in particular, this figure should not be considered to apply generally. (2) Source: Same as above Median average pay of shop leaders (sample size: 10) Converted to monthly figure based on annual income Annual income includes performance-based pay and bonuses but does not include overtime. Since there is considerable variation on performance-based pay in particular, this figure should not be considered to apply generally. (3) Source: Same as above Median average pay of shop managers (sample size: 10) Converted to monthly figure based on annual income Annual income includes performance-based pay and bonuses but does not include overtime. Since there is considerable variation on performance-based pay in particular, this figure should not be considered to apply generally. (4) Source: Shanghai Statistical Yearbook 2009 (2008 data) Average pay in the retail industry Annual amount converted to monthly figure
	6. Legal minimum wage	140.6/month	960/month	Source: Shanghai Municipal Labor and Social Security Bureau Revised: April 1, 2008

Shanghai (China)				
US\$1 = RMB6.8271 (Interbank rate as of Jan. 15, 2010)				
		US\$	RMB	Remarks
	7. Bonus payments (fixed bonus + variable bonus)	1.8 month base of salary		Source: Survey on Japanese Companies' Activities in Asia in 2009 - China, Hong Kong, Taiwan, Korea - (conducted in Sep- Oct 2009, used average exchange rates in September 2009)
	8. Social security burden ratio	Employer's burden rate: 44% Employee's burden rate: 11% Breakdown of employer's burden rate: Unemployment insurance: 2% Medical insurance: 12% Old-age insurance: 22% Others: 8% (Parental insurance: 0.5%; workers' compensation (factory) insurance: 0.5%; housing fund: 7%) Breakdown of employee's burden rate: Unemployment insurance: 1% Old-age insurance: 8% Medical insurance: 2% Housing reserve fund: 7%		Source: Shanghai Municipal Labor and Social Security Bureau
	9. Nominal wage increase rate	2006: 10.2% 2007: 17.4% 2008: 13.8%		Source: Shanghai Municipal Statistics Bureau
Land price, office rents, etc.	10. Industrial estate (land) purchase rate	76.8	524.0	Source: Interviews in the development zone Jiading Industrial Zone 50-year land-use rights Maintenance fee included
	11. Industrial estate rent (monthly) (per sq.m)	2.7	18.5	Source: Same as above Jiading Industrial Zone Facilities maintenance fee (1.5 RMB/sq. m) included
	12. Office rent (monthly) (per sq.m)	64.8	442.5	Source: Interviews in the development zone Shanghai Hongqiao Development Zone (Shanghai International Trade Center) Maintenance fee (37.5 RMB/sq. m) included
	13. Housing rent for foreigners (monthly)	2,637~3,222	18,000~22,000	Source: Local real-estate firm Hongqiao Development Zone Condominiums for Japanese residents 94 - 154 sq. m 1 - 3 bedroom with living room, dining room, and kitchen; equipped with swimming pool and parking lot; water-purification facilities available; separate security deposit equal to two months' rent required Maintenance fee included
Telecommunication expenses	14. Telephone installation fee	For office: 45.4 For residence: 20.5	For office: 310 For residence: 140	Source: China Telecom Shanghai Fees and materials included
	15. Telephone charge	Basic monthly charge: For office: 5.1 For residence: 3.7 Call rate per min.: For office: (a) 0.032, (b) 0.016 For residence: (a) 0.029, (b) 0.015	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 Toll per minute: (a) Through third minute (b) Fourth minute and above
	16. International call charge (for 3 min. to Japan)	7:00~24:00: 3.5 0:00~7:00: 2.1	7:00~24:00: 24 0:00~7:00: 14.4	Source: Same as above
	17. Mobile phone subscription fee	-	-	-
	18. Mobile phone basic charge	Basic monthly charge: 7.3 Call rate per min.: 0.059	Basic monthly charge: 50 Call rate per min.: 0.4	Source: China Telecom Shanghai
	19. Internet connection fee (Broadband)	Initial contract fee: 45.4 Basic monthly charge: For office: 366.2 For residence: 20.5	Initial contract fee: 310 Basic monthly charge: For office: 2,500 For residence: 140	Source: Same as above Dedicated office ADSL line, 512 kbps/1 Mbps; charge for new service Basic monthly charge includes unlimited time and traffic
Electricity Rate	20. Electricity rate for business use (per kWh)	Basic monthly charge: Nil Rate per kWh: 0.119~0.130	Basic monthly charge: Nil Rate per kWh: 0.815~0.885	Source: Shanghai Electric Power Co., Ltd.
	21. Electricity rate for general use (per kWh)	Basic monthly charge: 0.53~2.73 Rate per kWh: 0.090	Basic monthly charge: Nil Rate per kWh: 0.612~0.617	Same as above
Water rate	22. Water rate for business use (per cu.m)	Basic monthly charge: Nil Rate per cu.m: 0.190~0.220	Basic monthly charge: Nil Rate per cu.m: 1.30~1.50	Source: Shanghai Water Authority
	23. Water rate for general use (per cu.m)	Basic monthly charge: Nil Rate per cu.m: 0.151	Basic monthly charge: Nil Rate per cu.m: 1.03	Same as above
Gas rate	24. Gas rate for business use (per cu.m)	Basic monthly charge: Nil Rate per cu.m: 0.249~0.278	Basic monthly charge: Nil Rate per cu.m: 1.70~1.90	Source: Shanghai Gas Company Coal gas
	25. Gas rate for general use (per cu.m)	Basic monthly charge: Nil Rate per cu.m: 0.366	Basic monthly charge: Nil Rate per cu.m: 2.50	Source: Same as above Natural gas

Shanghai (China)				
US\$1 = RMB6.8271 (Interbank rate as of Jan. 15, 2010)				
		US\$	RMB	Remarks
Transportation	26.Container transport (40-foot container)	(1) 565~665 (2) 2,000~2,150 (3) 480~600	(1) 3,857~4,540 (2) 13,654~14,678 (3) 3,277~4,096	Source: Interviews with Japanese companies (as of Feb. 1) 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)
	27. Regular gasoline price (1 liter)	0.97	6.61	Source: National Development and Reform Commission, Shanghai AI-93 gasoline
	28.Diesel oil price (1liter)	0.95	6.50	Source: National Development and Reform Commission, Shanghai No. 0 diesel
Exchange	29.Exchange rate (1 US dollar)	US\$1 = RMB6.8271		
Taxation	30.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.
	31.Personal income tax rate (highest rate, %)	45%		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%
	32.Value-added tax (VAT) (standard rate, %)	17%		Source: Provisional Regulations of the People's Republic of China on Value Added Tax (State Council Ordinance No. 538) When a tax equivalent to a VAT applies Name: VAT Standard tax rate: 17%
	33.Tax on interest remitted to Japan (highest rate, %)	10%		Source: Tax treaty between China and Japan Article 11 of tax treaty with Japan
	34.Tax on dividends remitted to Japan (highest rate, %)	10%		Source: Tax treaty between China and Japan Article 10 of tax treaty with Japan
	35.Tax on royalties remitted to Japan (highest rate, %)	10%		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)
Overall	36.Remarks	–		
	37.Period of the survey	January 1, 2010		
Wages	38. Non-manufacturing (fulltime general workers)	651.6(monthly)	4,449(monthly)	Source: Survey on Japanese Companies' Activities in Asia in 2009 –China, Hong Kong, Taiwan, Korea– (conducted in Sep– Oct 2009, used average exchange rates in September 2009) 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\$11,606.5(RMB79,246.0)

Shanghai (China)				
US\$1 = RMB6.8271 (Interbank rate as of Jan. 15, 2010)				
		US\$	RMB	Remarks
	39.Non-manufacturing (fulltime section and department chief level)	1,453.5(monthly)	9,924(monthly)	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\$25,817.87 (RMB176,276.0)
Land price, office rents, etc.	40.Store/showroom rent in the city center (monthly) (per sq.m)	21.5	147.0	Hongqiao: Loushanguan Road (Shanghaimart) Facilities maintenance fee (1 RMB/sq. m/day) included

Guangzhou (China)				
US\$1=RMB6.8271 (Interbank rate as of Jan. 15, 2010)				
		US\$	RMB	Remarks
Wages	1. Workers (fulltime general workers) Base salary (monthly)	227.4(monthly)	1552.5(monthly)	Source: Survey on Japanese Companies' Activities in Asia in 2009 -China, Hong Kong, Taiwan, Korea- (conducted in Sep- Oct 2009, used average exchange rates in September 2009) 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\$4,501.3(RMB30,733.3)
	2. Engineers (fulltime mid-level engineers) Base salary (monthly)	508.8(monthly)	3473.8(monthly)	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\$9,557.9(RMB65,258.7)
	3. Managers (fulltime section and department chief level) Base salary (monthly)	985.2(monthly)	6726.7(monthly)	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\$16,644.8(RMB113,645.7)
	4.shop staff(Apparel)	342.1	2,335.6	Source: Guangzhou Statistical Yearbook 2008 (2007 data) Total annual income: base salary + social security, overtime, bonus Average annual pay in the retail industry converted to monthly amount
	5.shop staff(food)	197.9	1,351.2	Source: Same as above Total annual income: base salary + social security, overtime, bonus Average annual pay in the restaurant and bar industry converted to monthly amount
	6. Legal minimum wage	125.97/month	860/month	Revised: April 1, 2008 Source: Guangzhou Municipal Labor and Social Security Bureau
	7.Bonus payments (fixed bonus + variable bonus)	2 months base salary		Source: Survey on Japanese Companies' Activities in Asia in 2009 -China, Hong Kong, Taiwan, Korea-
	8.Social security burden ratio	Employer's burden rate: 20.45%~48.45% Employee's burden rate: 15.1%~30.1%: Breakdown of the employer's burden rate: Old-age insurance: (Within city:12%, Other area:20%) Health insurance: 7% Unemployment insurance: 0.2% Workers' compensation (factory) insurance: 0.4% Parental insurance: 0.85% Housing fund: 5%~20% Breakdown of employee's burden rate: Old-age insurance: 8% Medical insurance: 2%		Source: Guangzhou Local Tax Bureau, Guangzhou Housing Accumulation Fund Administration Center
	9.Nominal wage increase rate	2006: 8.1% 2007: 10.6% 2008: 12.9%		Source: Guangzhou Municipal Statistics Bureau
Land price, office rents, etc.	10. Industrial estate (land) purchase rate	87.89	600	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)
	11.Industrial estate rent (monthly) (per sq.m)	2.20~5.86	15~40	Source: Same as above Guangzhou Development District

Guangzhou (China)				
US\$1=RMB6.8271 (Interbank rate as of Jan. 15, 2010)				
		US\$	RMB	Remarks
	12.Office rent (monthly) (per sq.m)	14.65~26.37	100~180	Source: Nakahara Real Estate CITIC Plaza maintenance fee not included: 29/sq. m
	13.Housing rent for foreigners (monthly)	2,929.50	20,000	Source: Nakahara Real Estate CITIC Building, Tianhe, Guangzhou 3 bedroom with living room, dining room, and kitchen Leased floor area: 180 sq. m maintenance fee not included: 7.6/sq. m
Telecomm unication expenses	14.Telephone installation fee	14.65	100	Source: China Telecom Guangzhou
	15.Telephone charge	Basic monthly charge: 5.13 Call rate per min.: City call: 0.032/min. (up to 3 min.) 0.016/min. (after the 3 min.) Guang zhou ↔ zeng cheng, choghua: 0.044/min. Other area: 0.103 (0.0102/6s) Within city (mobile): 0.029/min.	Basic monthly charge: 35 Call rate per min.: City call: 0.22/min. (up to 3 min.) 0.11/min. (after the 3 min) Guang zhou ↔ zeng cheng, choghua: 0.3/min. Other area: 0.7 (0.07/6s) /min. Within city (mobile): 0.2/min.	Source: China Telecom Guangzhou
	16.International call charge (for 3 min. to Japan)	2.11 (0:00~7:00) 3.52 (7:00~24:00)	14.4 (0:00~7:00) 24 (7:00~24:00)	Source: China Telecom Guangzhou 0.48/6 sec. (midnight – 7:00 am) 0.8/6 sec. (7:00 am – midnight)
	17. Mobile phone subscription fee	0	0	Source: China Telecom Guangzhou No charge for new Gotone service
	18.Mobile phone basic charge	Basic monthly charge: 7.32 Call rate per min.: 0.057	Basic monthly charge: 50 Call rate per min.: 0.39	Source: China Telecom Guangzhou
	19.Internet connection fee (Broadband)	392.55/year	2,680/year	Source: China Telecom Guangzhou 2M Up to four units may be used simultaneously Unlimited use
Electricity Rate	20. Electricity rate for business use (per kWh)	Basic monthly charge: 6.59 Rate per kWh: 0.049~0.151	Basic monthly charge: 45 Rate per kWh: 0.3361~1.0293	Source: Guangzhou Municipality Price Control Administration
	21.Electricity rate for general use (per kWh)	Basic monthly charge: 0 Rate per kWh: 0.089	Basic monthly charge: 0 Rate per kWh: 0.61	Source: Guangzhou Municipality Price Control Administration
Water rate	22.Water rate for business use (per cu.m)	Basic monthly charge: 0 Rate per cu.m.: 0.47	Basic monthly charge: 0 Rate per cu.m.: 3.23	Source: Guangzhou Municipality Price Control Administration, Guangzhou Water Supply Company Actual use + wastewater processing fee
	23.Water rate for general use (per cu.m)	Basic monthly charge: 0 Rate per cu.m.: 0.33	Basic monthly charge: 0 Rate per cu.m.: 2.22	Source: D32 Guangzhou Municipality Price Control Administration, Guangzhou Water Supply Company Actual use + wastewater processing fee
Gas rate	24.Gas rate for business use (per cu.m)	Basic monthly charge: 0 Rate per cu.m.: 2.71	Basic monthly charge: 0 Rate per cu.m.: 18.5	Source: Guangzhou Municipality Price Control Administration LP gas
	25. Gas rate for general use (per cu.m)	Basic monthly charge: 0 Rate per cu.m.: 2.42	Basic monthly charge: 0 Rate per cu.m.: 16.5	Source: Guangzhou Municipality Price Control Administration LP gas
Transporta tion	26.Container transport (40-foot container)	(1) 780 (2) 2,025 (3) 650	(1) 5,325.138 (2) 13,824.88 (3) 4,437.615	Source: Vantec World Transport (Guangzhou) Co., Ltd., JC Trans Worldwide Logistics Service Co., Ltd. Guangzhou Branch Plant (city): Guangzhou Nearest port: Huangpu Port, Guangzhou Third-country destination port: Port of Los Angeles (1) Export to Japan: Nearest port (Huangpu Port) → Port of Yokohama (2) Export to third country: Nearest port (Huangpu Port) → Third-country destination port (Port of Los Angeles) (3) Import from Japan: Port of Yokohama → Nearest port (Huangpu Port)

Guangzhou (China)				
US\$1=RMB6.8271 (Interbank rate as of Jan. 15, 2010)				
		US\$	RMB	Remarks
	27. Regular gasoline price (1 liter)	0.89~1.039	6.07~7.09	Source: Guangdong Province Price Control Administration Maximum price under law
	28. Diesel oil price (1 liter)	0.93	6.33	Source: Guangzhou Municipality Price Control Administration Maximum price under law
Exchange	29. Exchange rate	US\$1=RMB6.8271		
Taxation	30. 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.
	31. Personal income tax rate (highest rate, %)	45%		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%
	32. Value-added tax (VAT) (standard rate, %)	17%		Source: Provisional Regulations of the People's Republic of China on Value Added Tax (State Council Ordinance No. 538) When a tax equivalent to a VAT applies Name: VAT Standard tax rate: 17%
	33. Tax on interest remitted to Japan (highest rate, %)	10%		Source: Tax treaty between China and Japan Article 11 of tax treaty with Japan
	34. Tax on dividends remitted to Japan (highest rate, %)	10%		Source: Tax treaty between China and Japan Article 10 of tax treaty with Japan
	35. Tax on royalties remitted to Japan (highest rate, %)	10%		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)
Overall	36. Remarks	–		
	37. Survey period	January 15, 2010		
Wages	38. Non-manufacturing (fulltime general workers)	557.2(monthly)	3804.5(monthly)	Source: Survey on Japanese Companies' Activities in Asia in 2009 –China, Hong Kong, Taiwan, Korea– (conducted in Sep– Oct 2009, used average exchange rates in September 2009) 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\$10,345.3 (RMB70,634.3)

Guangzhou (China)				
US\$1=RMB6.8271 (Interbank rate as of Jan. 15, 2010)				
		US\$	RMB	Remarks
	39.Non-manufacturing (fulltime section and department chief level)	1522.4(monthly)	10394.5(monthly)	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\$27,788.4 (RMB189,731.0)
Land price, office rents, etc.	40.Store/showroom rent in the city center (monthly) (per sq.m)	55.66	380	City Huating In the city center at 378 Tianhe Beilu, Guangzhou; maintenance fee 30 RMB/sq. m

Dalian (China)				
US\$1=RMB6.8271 (Interbank rate as of Jan. 15, 2010)				
		US\$	RMB	Remarks
Wages	1. Workers (fulltime general workers) Base salary (monthly)	215.3(monthly)	1469.9(monthly)	Source: Survey on Japanese Companies' Activities in Asia in 2009 –China, Hong Kong, Taiwan, Korea– (conducted in Sep– Oct 2009, used average exchange rates in September 2009) 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\$4,036.3 (RMB27,558.8)
	2. Engineers (fulltime mid-level engineers) Base salary (monthly)	419.5(monthly)	2864.5(monthly)	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\$9,592.4 (RMB65,494.2)
	3. Managers (fulltime section and department chief level) Base salary (monthly)	763.3(monthly)	5211.8(monthly)	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\$15,018.6 (RMB102,542.4)
	4.shop staff(Apparel)	383.91(monthly)	2,621(monthly)	Source: Liaoning Statistical Yearbook Average salary of workers in the wholesale/retail industry (base pay + overtime + bonus) Annual pay converted to monthly amount; 2008
	5.shop staff(Food)	265.56(monthly)	1,813(monthly)	Source: Same as above Average salary of workers in the restaurant/bar/lodging industry (base pay + overtime + bonus) Annual pay converted to monthly amount 2008 figures
	6. Legal minimum wage	a.102.53/month b.87.89/month	a.700/month b.600/month	Revised: Dec. 20, 2007 Source: Website of the People's Government of Liaoning a. Zhongshan, Xigang, Shahekou, Ganjingzi, and Lü shunkou districts, Changhai County, Dalian Economic & Technological Development Area, Dalian Free Trade Zone b. Cities of Pulandian, Wafangdian, and Zhuanghe
	7.Bonus payments (fixed bonus + variable bonus)	1.9 months base salary		Source: Survey on Japanese Companies' Activities in Asia in 2009 –China, Hong Kong, Taiwan, Korea–
	8.Social security burden ratio	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% Workers' compensation(factory) insurance: 0.5%~2% Parental insurance: 0.5% Housing fund: (1) Within city: a.10%~15%, b.25% (2) Development area: 18% [Housing standard area x Heatingexpense standard (23 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 Labor and Social Security Bureau Payment of insurance for high-cost medical care (24 RMB/year) is required once annually, with the employee covering this cost. 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

Dalian (China)				
US\$1=RMB6.8271 (Interbank rate as of Jan. 15, 2010)				
		US\$	RMB	Remarks
	9.Nominal wage increase rate	2006: 10.7% 2007: 16.7% 2008: 21.5%		Source: Dalian Statistics Yearbook
Land price, office rents, etc.	10. Industrial estate (land) purchase rate	43.94~65.91	300~450	Source: Interviews in the development zone Dalian Economic & Technological Development Area Tax not included
	11.Industrial estate rent (monthly) (per sq.m)	2.64~3.52	18~24	Source: Same as above Dalian Economic & Technological Development Area Tax included, maintenance fee not included
	12.Office rent (monthly) (per sq.m)	4~13F: 35.15 14~24F: 42.18	4~13F: 240 14~24F: 288	Source: Interviews with building management Dalian Senmao Building Maintenance fee not included
	13.Housing rent for foreigners (monthly)	2,929.50	20,000	Source: Interviews with the hotel Shangri-La Hotel Dalian apartments Apartments 108 sq. m Utilities, tax, maintenance fee included
Telecommunication expenses	14.Telephone installation fee	43.94	300	Source: China Unicom Ltd., Liaoning Branch
	15.Telephone charge	Basic monthly charge: 5.13 Call rate per min.: 0.01	Basic monthly charge: 35 Call rate per min.: 0.1	Source: Same as above 0.2 RMB for first three minutes, 0.1 RMB/minute thereafter
	16.International call charge (for 3 min. to Japan)	3.52	24	Source: China Unicom Ltd., Liaoning Branch Toll: 8 RMB/minute
	17. Mobile phone subscription fee	Nil	Nil	Source: China Mobile Liaoning Deposit of 100 RMB air time required
	18.Mobile phone basic charge	Basic monthly charge: 7.32 Call rate per min.: 0.06	Basic monthly charge: 50 Call rate per min.: 0.4	Source: Same as above
	19.Internet connection fee (Broadband)	Initial contract fee: 14.65 Basic monthly charge: 263.66	Initial contract fee: 100 Basic monthly charge: 1,800	Source: China Unicom Ltd., Liaoning Branch 2M, ADSL
Electricity Rate	20. Electricity rate for business use (per kWh)	Basic monthly charge: Nil Rate per kWh: 0.12	Basic monthly charge: Nil Rate per kWh: 0.848	Source: Liaoning Province Electric Power Company 1 – 10 kv
	21.Electricity rate for general use (per kWh)	Basic monthly charge: Nil Rate per kWh: 0.07	Basic monthly charge: Nil Rate per kWh: 0.5	Source: Same as above 1 kv or less
Water rate	22.Water rate for business use (per cu.m)	Basic monthly charge: Nil Rate per cu.m: Industry: 0.60 Commerce: 0.86	Basic monthly charge: Nil Rate per cu.m: Industry: 4.1 Commerce: 5.9	Source: Website of Dalian Municipality Price Control Administration Includes wastewater processing fee (0.9 RMB/cu. m)
	23.Water rate for general use (per cu.m)	Basic monthly charge: Nil Rate per cu.m: 0.42	Basic monthly charge: Nil Rate per cu.m: 2.9	Source: Same as above Includes wastewater processing fee (0.6 RMB/cu. m)
Gas rate	24.Gas rate for business use (per cu.m)	Basic monthly charge: Nil Rate per cu.m: 0.35	Basic monthly charge: Nil Rate per cu.m: 2.4	Source: Same as above Synthetic gas
	25. 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	Same as above
Transportation	26.Container transport (40-foot container)	(1) 110.00 (2) 1,950.02 (3) 547.82	(1) 751 (2) 13,313 (3) 3,740	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
	27. Regular gasoline price (1 liter)	0.90	6.16	Source: Gas station inside city of Dalian (PetroChina) AI-93 gasoline
	28.Diesel oil price (1liter)	0.98	6.72	Source: Same as above No. 20 diesel No. 0 diesel not sold

Dalian (China)				
US\$1=RMB6.8271 (Interbank rate as of Jan. 15, 2010)				
		US\$	RMB	Remarks
Exchange	29.Exchange rate	US\$1=RMB6.8271		
Taxation	30.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
	31.Personal income tax rate (highest rate, %)	45%		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%
	32.Value-added tax (VAT) (standard rate, %)	17%		Source: Provisional Regulations of the People's Republic of China on Value Added Tax (State Council Ordinance No. 538) When a tax equivalent to a VAT applies Name: VAT Standard tax rate: 17%
	33.Tax on interest remitted to Japan (highest rate, %)	10%		Source: Tax treaty between China and Japan Article 11 of tax treaty with Japan
	34.Tax on dividends remitted to Japan (highest rate, %)	10%		Source: Tax treaty between China and Japan Article 10 of tax treaty with Japan
	35.Tax on royalties remitted to Japan (highest rate, %)	10%		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)
Overall	36.Remarks	–		
	37.Survey period	Jan–10		
Wages	38. Non-manufacturing (fulltime general workers)	473.5(monthly)	3,232.8(monthly)	Source: Survey on Japanese Companies' Activities in Asia in 2009 –China, Hong Kong, Taiwan, Korea– (conducted in Sep– Oct 2009, used average exchange rates in September 2009) 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\$8,583.6 (RMB58,606.1)
	39.Non-manufacturing (fulltime section and department chief level)	1487.4(monthly)	10,155.6(monthly)	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\$23,476.1 (RMB160,287.5)

Dalian (China) US\$1=RMB6.8271 (Interbank rate as of Jan. 15, 2010)				
		US\$	RMB	Remarks
Land price, office rents, etc.	40.Store/showroom rent in the city center (monthly) (per sq.m)	65.91~109.86	450~750	Sheng Li Square, Zhongshan District, Dalian Maintenance fee included

Shenyang (China)				
US\$1=RMB6.8271 (Interbank rate as of Jan. 15, 2010)				
		US\$	RMB	Remarks
Wages	1. Workers (fulltime general workers) Base salary (monthly)	196.8(monthly)	1,343.8(monthly)	Source: Survey on Japanese Companies' Activities in Asia in 2009 –China, Hong Kong, Taiwan, Korea– (conducted in Sep– Oct 2009, used average exchange rates in September 2009) 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\$3,475.9 (RMB23,732.1)
	2. Engineers (fulltime mid-level engineers) Base salary (monthly)	424.7(monthly)	2,900(monthly)	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\$7,324.4 (RMB50,008.6)
	3. Managers (fulltime section and department chief level) Base salary (monthly)	617(monthly)	4,212.5(monthly)	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\$10,763.4 (RMB73,489.1)
	4.shop staff(apparel)	293.68	2,005	Source: Liaoning Statistical Yearbook Average salary of workers in the wholesale/retail industry (base pay + overtime + bonus) Annual pay converted to monthly amount 2008 figures
	5.shop staff(food)	177.09	1,209	Source: Same as above Average salary of workers in the restaurant/bar/lodging industry (base pay + overtime + bonus) Annual pay converted to monthly amount 2008 figures
	6. Legal minimum wage	a.102.53/month b.87.89/month	a.700/month b.600/month	Source: Website of the People's Government of Liaoning Revised: Jan. 1, 2008 a. Heping, Shenhhe, Tiexi, Huanggu, Dadong, Dongling, Yuhong, Shenbeixin and Sujiatun districts, Shenyang Economic & Technological Development Area, Shenyang New High Technology & Industry Development Area b. Cities of Xinmin and counties of Liaozhong, Faku and Kangping
	7.Bonus payments (fixed bonus + variable bonus)	1.4 month base salary		Source: Survey on Japanese Companies' Activities in Asia in 2009 –China, Hong Kong, Taiwan, Korea–
	8.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% Workers' compensation (factory) insurance: 0.5%~2% Parental insurance: 0.6% 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 cost-cost medical care (96 RMB/year) is required once annually, with the employer and the employee each covering 50% of this cost.
	9.Nominal wage increase rate	2006: 17.6% 2007: 17.0% 2008: 22.6%		Source: Shenyang Yearbook 2009

Shenyang (China)				
US\$1=RMB6.8271 (Interbank rate as of Jan. 15, 2010)				
		US\$	RMB	Remarks
Land price, office rents, etc.	10. Industrial estate (land) purchase rate	76.9	525	Source: Interviews in the development zone Shenyang Economic & Technological Development Area Tax not included
	11.Industrial estate rent (monthly) (per sq.m)	2.20	15	Source: Same as above Shenyang Economic & Technological Development Area Tax and maintenance fee not included
	12.Office rent (monthly) (per sq.m)	19.48	133	Source: Interviews with the hotel InterContinental Shenyang Hotel Maintenance fee and utilities included
	13.Housing rent for foreigners (monthly)	4,101.3	28,000	Source: Same as above InterContinental Shenyang Hotel Heping District, Shanghai Apartments 93.45 sq. m Utilities, tax and maintenance fee included
Telecomm unication expenses	14.Telephone installation fee	43.94	300	Source: China Unicom Ltd., Liaoning Branch Initial installation fee waived with deposit of 500 RMB in toll charges
	15.Telephone charge	Basic monthly charge: 5.13 Call rate per min.: 0.01	Basic monthly charge: 35 Call rate per min.: 0.1	Source: Same as above 0.2 RMB for first three minutes, 0.1 RMB/minute thereafter
	16.International call charge (for 3 min. to Japan)	3.52	24	Source: Same as above Toll: 8 RMB/minute
	17. Mobile phone subscription fee	Nil	Nil	Source: China Mobile Liaoning Deposit of 200 RMB air time required
	18.Mobile phone basic charge	Basic monthly charge: 7.32 Call rate per min.: 0.06	Basic monthly charge: 50 Call rate per min.: 0.4	Source: Same as above
	19.Internet connection fee (Broadband)	Initial contract fee: 43.94 Basic monthly charge: 144.72	Initial contract fee: 300 Basic monthly charge: 988	Source: China Unicom Ltd., Liaoning Branch 2M, ADSL
Electricity Rate	20. Electricity rate for business use (per kWh)	Basic monthly charge: Nil Rate per 1KWh: 0.07	Basic monthly charge: Nil Rate per 1KWh: 0.848	Source: Liaoning Province Electric Power Company 1 – 10 kv
	21.Electricity rate for general use (per kWh)	Basic monthly charge: 0.53~2.73 Rate per 1KWh: 0.03~0.34	Basic monthly charge: Nil Rate per 1KWh: 0.5	Source: Liaoning Province Electric Power Company 1 kv or less
Water rate	22.Water rate for business use (per cu.m)	Basic monthly charge: Nil Rate per cu.m: Industry: 0.51 Commerce: 0.59	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)
	23.Water rate for general use (per cu.m)	Basic monthly charge: Nil Rate per cu.m: 0.35	Basic monthly charge: Nil Rate per cu.m: 2.4	Source: Website of the People's Government of Shenyang Includes wastewater processing fee (0.6 RMB/cu. m)
Gas rate	24.Gas rate for business use (per cu.m)	Basic monthly charge: Nil Rate per cu.m: 0.53	Basic monthly charge: Nil Rate per cu.m: 3.6	Source: Shenyang City Fuel Gas Co., Ltd. Natural gas
	25. Gas rate for general use (per cu.m)	Basic monthly charge: Nil Rate per cu.m: 0.35	Basic monthly charge: Nil Rate per cu.m: 2.4	Same as above
Transport ation	26.Container transport (40-feet container)	(1) 593.37 (2) 2,433.39 (3) 1,031.18	(1) 4,051 (2) 16,613 (3) 7,040	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: 3,300 RMB/10 tons) Charges under (2) for shipment to Los Angeles and (3) for shipment from Yokohama include surcharges
	27. Regular gasoline price (1 liter)	0.92	6.26	Source: Gas station inside city of Shenyang (PetroChina) AI-93 gasoline

Shenyang (China)				
US\$1=RMB6.8271 (Interbank rate as of Jan. 15, 2010)				
		US\$	RMB	Remarks
	28.Diesel oil price (1liter)	1.02	6.93	Source: Same as above No. 35 diesel No. 0 diesel not sold
Exchange	29.Exchange rate	US\$1=RMB6.8271		
Taxation	30.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.
	31.Personal income tax rate (highest rate, %)	45%		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%
	32.Value-added tax (VAT) (standard rate, %)	17%		Source: Provisional Regulations of the People's Republic of China on Value Added Tax (State Council Ordinance No. 538) When a tax equivalent to a VAT applies Name: VAT Standard tax rate: 17%
	33.Tax on interest remitted to Japan (highest rate, %)	10%		Source: Tax treaty between China and Japan Article 11 of tax treaty with Japan
	34.Tax on dividends remitted to Japan (highest rate, %)	10%		Source: Tax treaty between China and Japan Article 10 of tax treaty with Japan
	35.Tax on royalties remitted to Japan (highest rate, %)	10%		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)
Overall	36.Remarks	Nil		
	37.Survey period	Jan-10		
Wages	38. Non-manufacturing (fulltime general workers)	335.13(monthly)	2,288.0(monthly)	Source: Wage Survey of Japanese Association in Shenyang(Sep.2009)
	39.Non-manufacturing (fulltime section and department chief level)	1,913.99(monthly)	13,067(monthly)	Source: Same as above

Shenyang (China) US\$1=RMB6.8271 (Interbank rate as of Jan. 15, 2010)				
		US\$	RMB	Remarks
Land price, office rents, etc.	40.Store/showroom rent in the city center (monthly) (per sq.m)	146.48	1,000	Shenyang Xinglong Happy Family Shopping Mall, 115 Zhong Jie Lu, Shenhe District, Shenyang Maintenance fee included

Qingdao (China)				
US\$1=RMB6.8271 (Interbank rate as of Jan. 15, 2010)				
		US\$	RMB	Remarks
Wages	1. Workers (fulltime general workers) Base salary (monthly)	172.1(monthly)	1,175.0(monthly)	Source: Survey on Japanese Companies' Activities in Asia in 2009 -China, Hong Kong, Taiwan, Korea- (conducted in Sep- Oct 2009, used average exchange rates in September 2009) 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\$5,710.1 (RMB38,987.0)
	2. Engineers (fulltime mid-level engineers) Base salary (monthly)	346.1(monthly)	2,363.0(monthly)	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\$12,016.8 (RMB82,047.0)
	3. Managers (fulltime section and department chief level) Base salary (monthly)	603.7(monthly)	4,122.0(monthly)	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\$20,071.8 (RMB137,044.0)
	4. shop staff(Apparel)	244.7	1,670.4	Source: Qingdao Labor and Social Security Bureau average wage guidelines General retail shop staff Wages = base pay + social security + overtime + bonus etc. Annual figure converted to monthly amount
	5. shop staff(Food)	235.4	1,607.3	Source: Same as above Wages = base pay + social security + overtime + bonus etc. Annual figure converted to monthly amount
	6. Legal minimum wage	7 city districts: 111.3/month 5 satellite cities: 90.8/month	7 city districts: 760/month 5 satellite cities: 620/month	Source: Qingdao Labor and Social Security Bureau Revised: Jan. 1, 2008
	7. Bonus payments (fixed bonus + variable bonus)	1.9 months base salary		Source: Survey on Japanese Companies' Activities in Asia in 2009 -China, Hong Kong, Taiwan, Korea- (conducted in Sep- Oct 2009, used average exchange rates in September 2009)
	8. Social security burden ratio	Employer's burden rate: 36.4-44.1% Employee's burden rate: 16-23% Breakdown of employer's burden rate: Old-age insurance: 20% Medical insurance: 8% Unemployment insurance: 2% Workers' compensation ' factory (insurance: 0.5-1.2% Parental insurance: 0.9% 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
	9. Nominal wage increase rate	2006: 18.3% 2007: 16.1% 2008: 12.2%		Source: Qingdao Statistical Yearbook 2009
Land price, office rents, etc.	10. Industrial estate (land) purchase rate	38.1	260	Source: Qingdao Economic & Technical Development Area management committee Qingdao Economic & Technical Development Area Figures at left include land price and tax on land purchases (3%) The following costs apply separately: (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)

Qingdao (China)				
US\$1=RMB6.8271 (Interbank rate as of Jan. 15, 2010)				
		US\$	RMB	Remarks
	11.Industrial estate rent (monthly) (per sq.m)	1.5	10 (lowest)	Source: Qingdao Economic & Technical Development Area management committee Qingdao Economic & Technical Development Area northern industrial park Tax included
	12.Office rent (monthly) (per sq.m)	13.18	90	Source: CBRE Qingdao Yihe International, Xiang Gang Zhong Lu, Shinan, Qingdao Tax included; utilities and property maintenance fees not included
	13.Housing rent for foreigners (monthly)	1,464.80	10,000	Source: Nagoya Real Estate Yandao International, Shinan, Qingdao Condominium 136 sq. m Tax included; utilities and property maintenance fees not included Half-year/one-year's rent paid in advance for one-year lease Security deposit equal to one month's rent
Telecommunication expenses	14.Telephone installation fee	17.6	120	Source: China Unicom, Shandong Branch
	15.Telephone charge	Basic monthly charge: 5.1 Call charge per min.: City call: 0.02 long-distance call (domestic): 0.10	Basic monthly charge: 35 Call charge per min.: City call: 0.11 long-distance call (domestic): 0.7	Source: Same as above Basic monthly charge + actual call tolls
	16.International call charge (for 3 min. to Japan)	3.5	24	Source: Same as above
	17. Mobile phone subscription fee	SIM: 2.9	SIM: 20	Source: China Mobile Shandong
	18.Mobile phone basic charge	Basic monthly charge: 7.3 Call charge per min.: 0.06	Basic monthly charge: 50 Call charge per min.: 0.4	Source: Same as above Base service charge + call tolls
	19.Internet connection fee (Broadband)	Initial contract fee: 26.4 Basic monthly charge: 146.5	Initial contract fee: 180 Basic monthly charge: 1,000	Source: China Unicom, Shandong Branch ADSL connection 2 M, for company use
Electricity Rate	20. Electricity rate for business use (per kWh)	(1): Basic monthly charge: Transformer capacityX4.1 Rate per kWh: 1~10kv: 0.102 35~110kv: 0.101 110kv~up to 220kv: 0.098 more 220kv: 0.096 (2): basic monthly charge: Nil Rate per kWh: up to 1kv: 0.122 1~10kv: 0.120 35~110kv: 0.118	(1): Basic monthly charge: Transformer capacityX28 Rate per kWh: 1~10kv: 0.7021 35~110kv: 0.6871 110kv~up to 220kv: 0.6721 more 220kv: 0.6571 (2): basic monthly charge: Nil Rate per kWh: up to 1kv: 0.8363 1~10kv: 0.8213 35~110kv: 0.8063	Source: Qingdao Municipality Price Control Administration (1) Heavy industry: base charge + metered charges (2) Ordinary industry/commercial: metered charges
	21.Electricity rate for general use (per kWh)	Basic monthly charge: 0.53~2.73 Rate per kWh: 0.03~0.34	Basic monthly charge: Nil Rate per kWh: 0.5469	Source: Same as above
Water rate	22.Water rate for business use (per cu.m)	Basic monthly charge: Nil per cu.m: Within base: 0.51 Part exceeding 100~150% of base: 0.58 Part exceeding 150~200% of base: 0.67	Basic monthly charge: Nil per cu.m: Within base: 3.45 Part exceeding 100~150% of base: 3.95 Part exceeding 150~200% of base: 4.55	Source: Same as above (Basic usage * basic unit charge) + (excess usage * excess unit charge) Includes \$0.18/cu. m wastewater processing fee
	23.Water rate for general use (per cu.m)	Basic monthly charge: Nil per cu.m: 0.37	Basic monthly charge: Nil per cu.m: 2.50	Source: Same as above Includes \$0.10/cu. m wastewater processing fee
Gas rate	24.Gas rate for business use (per cu.m)	Basic monthly charge: Nil per cu.m: 0.53	Basic monthly charge: Nil per cu.m: 3.6	Source: Same as above LNG
	25. Gas rate for general use (per cu.m)	Basic monthly charge: Nil per cu.m: 0.35	Basic monthly charge: Nil per cu.m: 2.4	Same as above

Qingdao (China)				
US\$1=RMB6.8271 (Interbank rate as of Jan. 15, 2010)				
		US\$	RMB	Remarks
Transportation	26.Container transport (40-foot container)	(1) : (a) 320 (b) 260 (2) : (a) 2,100 (b) 2,600 (3) : (a) 490 (b) 1,300	(1) : (a) 2,185 (b) 1,775 (2) : (a) 14,337 (b) 17,750 (3) : (a) 3,345 (b) 8,875	Source: COSCO Qingdao Nearest port: Port of Qingdao (a) Dry-cargo container (b) Freezer container (1) Export to Japan: Nearest port (Port of Qingdao) → Port of Yokohama (2) Export to third country: Nearest port Port of Qingdao → Port of Los Angeles (3) Import from Japan: Port of Yokohama → Nearest port (Port of Qingdao)
	27. Regular gasoline price (1 liter)	0.93	6.32	Source: Same as above Volume purchased * unit price Price of AI-93 gasoline
	28.Diesel oil price (1liter)	0.94	6.4	Source: CNPC Qingdao Volume purchased * unit price Price of no. 10 diesel
Exchange	29.Exchange rate (1 US dollar)	US\$1=RMB6.8271		
Taxation	30.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.
	31.Personal income tax rate (highest rate, %)	45%		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%
	32.Value-added tax (VAT) (standard rate, %)	17%		Source: Provisional Regulations of the People's Republic of China on Value Added Tax (State Council Ordinance No. 538) When a tax equivalent to a VAT applies Name: VAT Standard tax rate: 17%
	33.Tax on interest remitted to Japan (highest rate, %)	10%		Source: Tax treaty between China and Japan Article 11 of tax treaty with Japan
	34.Tax on dividends remitted to Japan (highest rate, %)	10%		Source: Tax treaty between China and Japan Article 10 of tax treaty with Japan
	35.Tax on royalties remitted to Japan (highest rate, %)	10%		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)
Overall	36.Remarks	–		
	37.Survey period	January 21, 2010		

Qingdao (China)				
US\$1=RMB6.8271 (Interbank rate as of Jan. 15, 2010)				
		US\$	RMB	Remarks
Wages	38. Non-manufacturing (fulltime general workers)	429.9(monthly)	2,935.0(monthly)	Source: Survey on Japanese Companies' Activities in Asia in 2009 -China, Hong Kong, Taiwan, Korea- (conducted in Sep- Oct 2009, used average exchange rates in September 2009) 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\$11,606.5 (RMB79,246.0)
	39. Non-manufacturing (fulltime section and department chief level)	1,074.3(monthly)	7,335.0(monthly)	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\$25,817.87 (RMB176,276.0)
Land price, office rents, etc.	40. Store/showroom rent in the city center (monthly) (per sq.m)	65.9	450	1F, COSCO Plaza, 12 Xiang Gang Zhong Lu, Shinan, Qingdao (city business district, facing Jusco) Tax included; utilities and property maintenance fee not included

Shenzhen (China)				
US\$1=RMB6.8271 (Interbank rate as of Jan. 15, 2010)				
		US\$	RMB	Remarks
Wages	1. Workers (fulltime general workers) Base salary (monthly)	234.6(monthly)	1,601.8(monthly)	Source: Survey on Japanese Companies' Activities in Asia in 2009 –China, Hong Kong, Taiwan, Korea– (conducted in Sep– Oct 2009, used average exchange rates in September 2009) 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\$4,283.6(RMB29,247.1)
	2. Engineers (fulltime mid-level engineers) Base salary (monthly)	566.6(monthly)	3,868.8(monthly)	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\$9,044.2(RMB61,478.1)
	3. Managers (fulltime section and department chief level) Base salary (monthly)	1,064.6(monthly)	7,268.8(monthly)	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\$16,234.4(RMB110,843.8)
	4.shop staff(Apparel)	386.4	2,638.3	Source: Shenzhen Statistical Yearbook 2009 (2008 data) Average annual pay in the retail industry converted to monthly amount Total annual income: base salary + social security, overtime, bonus
	5.shop staff(Food)	282.2	1,926.9	Source: Shenzhen Statistical Yearbook 2009 (2008 data) Average annual pay in the restaurant/bar industry converted to monthly amount Total annual income: base salary + social security, overtime, bonus
	6. Legal minimum wage	In SEZ: 146.48/month Other: 131.83/month	In SEZ: 1,000/month Other: 900/month	Source: Shenzhen Municipal Labor and Social Security Bureau Revised: July 1, 2008
	7.Bonus payments (fixed bonus + variable bonus)	1.1months base salary		Survey on Japanese Companies' Activities in Asia in 2009 –China, Hong Kong, Taiwan, Korea–
	8.Social security burden ratio	Employer's burden rate: 15.65%~30.15% Employee's burden rate: 10% Breakdown of employer's burden rate: Old-age insurance: 10%(non-local resident in Shenzhen), 11%(local resident in Shenzhen) Medical insurance: 5% Unemployment insurance: 0.4% Workers' compensation ' factory (insurance: 0.5–1.5% (Varies by type of industry): 0.25%、0.5%、0.75% Housing reserve fund: 13%(local resident in Shenzhen) Breakdown of employee's burden rate: Old-age insurance: 8% Medical insurance: 2%		Source: Shenzhen Municipal Labor and Social Security Bureau
	9.Nominal wage increase rate	2006: 8.1% 2007: 10.5% 2008: 12.0%		Source: 2009 Shenzhen Statistical Yearbook
Land price, office	10. Industrial estate (land) purchase rate	27.24~105.46	186~720	Source: Shenzhen International Investment Promotion Council Shenzhen Grand Industrial Zone
	11.Industrial estate rent (monthly) (per sq.m)	4.39	30	Source: Shenzhen Futian Free Trade Zone Shenzhen Futian Free Trade Zone Maintenance fees not included

Shenzhen (China)				
US\$1=RMB6.8271 (Interbank rate as of Jan. 15, 2010)				
		US\$	RMB	Remarks
	12.Office rent (monthly) (per sq.m)	16.11	110	Source: Shenzhen Real Estate, Shenzhen City Planning and Land Resources Committee Excellence Times Square Maintenance fee not included: 16 RMB/sq. m
	13.Housing rent for foreigners (monthly)	1,171.80~1,904.18/month	8,000~13,000/month	Source: SouFun Real Estate Arcadia Court, Futian, Shenzhen 3 bedroom with living room, dining room, and kitchen 120 - 139 sq. m Maintenance fee not included: 4.5 RMB/sq. m
Telecomm unication expenses	14.Telephone installation fee	14.65	100	Source: China Telecom Shenzhen
	15.Telephone charge	Basic monthly charge: 5.13 Call charge per min.: City call: 0.032/min. (3 min.), 0.016/分 (over 4 min.) Long-distance call: 0.103 (0.0102/6 sec.) To mobile phone: 0.029/min.	Basic monthly charge: 35 Call charge per min.: City call: 0.22/min. (3min.), 0.11/分 (over 4 min.) Long-distance call: 0.7 (0.07/6 sec.) To mobile phone: 0.2/min.	Source: Same as above
	16.International call charge (for 3 min. to Japan)	2.11 (midnight - 7:00 am) 3.52 (7:00 am - midnight)	14.4 (midnight - 7:00 am) 24 (7:00 am - midnight)	Source: Same as above 0.48/6 sec. (midnight - 7:00 am) 0.8/6 sec. (7:00 am - midnight)
	17. Mobile phone subscription fee	0	0	Source: China Mobile Shenzhen No charge for new Gotone service
	18.Mobile phone basic charge	Basic monthly charge: 7.32 Call charge per min.: 0.057(domestic)	Basic monthly charge: 50 Call charge per min.: 0.39(domestic)	Source: Same as above 0.39 (domestic)
	19.Internet connection fee (Broadband)	527.31	3,600/年	Source: Same as above 2 M, up to eight units may be used simultaneously Unlimited use
Electricity Rate	20. Electricity rate for business use (per kWh)	Basic monthly charge:0~6.44 Rate per kWh: 0.032~0.17	Basic monthly charge:0~44 Rate per kWh: 0.2166~1.1699	Source: China Southern Power Grid Co., Ltd. Shenzhen
	21.Electricity rate for general use (per kWh)	Basic monthly charge:0 Rate per kWh: 0.1	Basic monthly charge:0 Rate per kWh: 0.68	Source: Same as above
Water rate	22.Water rate for business use	Basic monthly charge:0 Rate per cu.m: 0.48	Basic monthly charge:0 Rate per cu.m: 3.3	Source: Shenzhen Municipal Foreign Investment Bureau Water cahrges + sewage processing charges
	23.Water rate for general use	Basic monthly charge:0 Rate per cu.m: 0.41~0.69	Basic monthly charge:0 Rate per cu.m: 2.8~4.7	Same as above
Gas rate	24.Gas rate for business use	Basic monthly charge:0 Rate per cu.m: 2.87	Basic monthly charge:0 Rate per cu.m: 19.6	Source: Shenzhen International Investment Promotion Council LP gas
	25. Gas rate for general use	Basic monthly charge:0 Rate per cu.m: 2.72	Basic monthly charge:0 Rate per cu.m: 18.6	Same as above
Transporta tion	26.Container transport (40-feet container)	(1) 740 (2) 1,850 (3) 650	(1) 5,052.05 (2) 12,630.14 (3) 4,437.615	Source: Vantec World Transport (Guangzhou) Co., Ltd., JC Trans Worldwide Logistics Service Co., Ltd. Guangzhou Branch Plant (city): Shekou, Shenzhen Nearest port: Port of Shekou, Shenzhen Third-country destination port: Port of Los Angeles (1) Export to Japan: Nearest port (Port of Shekou) → Port of Yokohama (2) Export to third country: Nearest port (Port of Shekou) → (Third-country destination port) Port of Los Angeles (3) Import from Japan: Port of Yokohama → Nearest port (Port of Shekou)
	27. Regular gasoline price (1 liter)	0.89~1.04	6.07~7.09	Source: Guangdong Province Price Control Administration Maximum price under law
	28.Diesel oil price (1liter)	0.93	6.33	Same as above
Exchange	29.Exchange rate	US\$1=RMB6.8271		

Shenzhen (China)				
US\$1=RMB6.8271 (Interbank rate as of Jan. 15, 2010)				
		US\$	RMB	Remarks
Taxation	30. 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.
	31. Personal income tax rate (highest rate, %)	45%		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%
	32. Value-added tax (VAT) (standard rate, %)	17%		Source: Provisional Regulations of the People's Republic of China on Value Added Tax (State Council Ordinance No. 538) When a tax equivalent to a VAT applies Name: VAT Standard tax rate: 17%
	33. Tax on interest remitted to Japan (highest rate, %)	10%		Source: Tax treaty between China and Japan Article 11 of tax treaty with Japan
	34. Tax on dividends remitted to Japan (highest rate, %)	10%		Source: Tax treaty between China and Japan Article 10 of tax treaty with Japan
	35. Tax on royalties remitted to Japan (highest rate, %)	10%		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)
Overall	36. Remarks			
	37. Survey period	15-Jan-10		
Wages	38. Non-manufacturing (fulltime general workers)	550.5(monthly)	3,758.6(monthly)	Source: Survey on Japanese Companies' Activities in Asia in 2009 –China, Hong Kong, Taiwan, Korea– (conducted in Sep– Oct 2009, used average exchange rates in September 2009) 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\$8,503 (RMB58,056.3)
	39. Non-manufacturing (fulltime section and department chief level)	1,920.9(monthly)	13,115.3(monthly)	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\$32,896.7 (RMB224,608.7)
Land price, office rents, etc.	40. Store/showroom rent in the city center (monthly) (per sq.m)	29.3	200	Excellence Times Square In city center at Excellence Times Square, Futian Maintenance fees not included

Hong Kong (China)				
US\$1=HK\$7.758 (Interbank rate as of Jan. 15, 2010)				
		US\$	HK\$	Remarks
Wages	1. Workers (fulltime general workers) Base salary (monthly)	1,306.4(monthly)	10,125.0(monthly)	Source: Survey on Japanese Companies' Activities in Asia in 2009 –China, Hong Kong, Taiwan, Korea– (conducted in Sep–Oct 2009, used average exchange rates in September 2009) 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\$20,174.3 (HK\$156,357.1)
	2. Engineers (fulltime mid-level engineers) Base salary (monthly)	1,880.1(monthly)	14,571.4(monthly)	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\$26,515.1 (HK\$205,500.0)
	3. Managers (fulltime section and department chief level) Base salary (monthly)	3,197.0(monthly)	24,777.8(monthly)	Source: Same as above Used average exchange rates in September Regular employment Base salary Engineers of vocational college or 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\$47,578.8 (HK\$368,750.0)
	4.shop staff(Apparel)	1,277	9,910	Source: Average wages in Sept. 2009, Census and Statistics Department, HKSAR Includes base pay, tips, shift and commuting allowances, living allowance, meal allowance, bonus
	5.shop staff(Food)	1,056	8,190	Same as above
	6. Legal minimum wage	0	0	Introduction of a minimum-wage system is now under consideration.
	7.Bonus payments (fixed bonus + variable bonus)	1.7month base salary		Source: Survey on Japanese Companies' Activities in Asia in 2009 –China, Hong Kong, Taiwan, Korea–
	8.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.
	9.Nominal wage increase rate	2007: 3.5% 2008: 4.7% 2009: △2.6%		Source: Census and Statistics Department, HKSAR
Land price, office rents, etc.	10. Industrial estate (land) purchase rate	309.36	2,400	Source: Hong Kong Science & Technology Parks Tai Po Industrial Estate Real-estate taxes not included
	11.Industrial estate rent (monthly) (per sq.m)	Nil	Nil	Source: Same as above No rental properties from the above industrial park
	12.Office rent (monthly) (per sq.m)	34.7~110.9	269.0~860.7	Source: Midland Realty Admiralty (central-city business district) No taxes borne by tenants
	13.Housing rent for foreigners (monthly)	2,062.39	16,000	Source: Same as above Sai Wan Ho (about 30 minutes from central city) Condominium 63.9 sq. m Tax included Furnished properties also available
Telecommunication expenses	14.Telephone installation fee	61.23	475	Source: PCCW Installation fee waived for contract of 12 months or longer
	15.Telephone charge	Basic monthly charge: (1) 14.18 (2) 17.76 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 Unlimited call time
	16.International call charge (for 3 min. to Japan)	(1) Basic monthly charge: 6.19 (unlimited telephoneconnection) (2) 0.65 (20:00~8:00) , 1.08 (8:00~20:00)	(1) Basic monthly charge: 48 (unlimited telephoneconnection) (2) 5.04 (20:00~8:00) , 8.4 (8:00~20:00)	Source: Hutchison Telecommunications International Ltd. IDD1966 (1) Hong Kong 3G mobile phone → Japan landline (2) Hong Kong 3G mobile phone → Japan mobile phone
	17. Mobile phone subscription fee	0	0	Source: Same as above

Hong Kong (China)				
US\$1=HK\$7.758 (Interbank rate as of Jan. 15, 2010)				
		US\$	HK\$	Remarks
	18.Mobile phone basic charge	Basic monthly charge:7.48~64.19 Call rate per min.:0.003~0.129	Basic monthly charge:58~498 Call rate per min.:0.02~1.0	Source: Same as above Basic tariff in eight levels from a minimum of HK\$58 to a maximum of HK\$498 Tolls apply to use in excess of free air time
	19.Internet connection fee (Broadband)	Basic monthly charge:33.0	Basic monthly charge:256	Source: PCCW (Netvigator) 30 M, unlimited use, 18-month contract: Connection method: mainly ADSL 100 M, 1,000 M fiber-optic connections also available
Electricity Rate	20. Electricity rate for business use (per kWh)	Basic monthly charge:3.87 Rate per kWh:0.128~0.129	Basic monthly charge:30 Rate per kWh:0.993~1.002	Source: CLP Method of calculating charges: unit price varies by usage
	21.Electricity rate for general use (per kWh)	Basic monthly charge:3.87 Rate per kWh:0.113~0.138	Basic monthly charge:30 Rate per kWh:0.875~1.073	Same as above
Water rate	22.Water rate for business use (per cu.m)	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
	23.Water rate for general use (per cu.m)	Basic monthly charge:Nil Rate per cu.m:0~1.17	Basic monthly charge:Nil Rate per cu.m:0~9.05	Source: Same as above Billed every four months; unit price varies by usage Separated into four levels from HK\$0 to \$HK9.05 Free up to 12 cu. m
Gas rate	24.Gas rate for business use (per cu.m)	Basic monthly charge:Variesby amount of use Rate per cu.m:0.026~0.027/MJ	Basic monthly charge:Variesby amount of use Rate per cu.m:0.204~0.213/MJ	Source: Hong Kong and China Gas Co., Ltd. Basic charge billed according to manufacturer capacity Natural gas
	25. Gas rate for general use (per cu.m)	Basic monthly charge:Variesby amount of use Rate per cu.m:0.026~0.027/MJ	Basic monthly charge:Variesby amount of useRate per cu.m:0.204~0.213/MJ	Source: Same as above Base charge billed according to manufacturer capacity Natural gas Additional HK\$9.50/month charged as maintenance fee
Transportation	26.Container transport (40-foot container)	(1)800.0 (2)2,600.0 (3)515.0	(1)6,206.4 (2)20,170.8 (3)3,995.4	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)
	27. Regular gasoline price (1 liter)	1.81	14.03	Source: Shell Hong Kong Tax included
	28.Diesel oil price (1liter)	1.16	9.03	Same as above
Exchange	29.Exchange rate	US\$1=HK\$7.758		
Taxation	30.Corporate income tax rate	16%		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 taxed
	31.Personal income tax rate (highest rate, %)	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%
	32.Value-added tax (VAT) (standard rate, %)	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.
	33.Tax on interest remitted to Japan (highest rate, %)	Nil		Not taxable
	34.Tax on dividends remitted to Japan (highest rate, %)	Nil		Not taxable
	35.Tax on royalties remitted to Japan (highest rate, %)	a corporation 4.95%, private 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.
Overall	36.Remarks	-		
	37.Survey period	January 15, 2010		

Hong Kong (China)				
US\$1=HK\$7.758 (Interbank rate as of Jan. 15, 2010)				
		US\$	HK\$	Remarks
Wages	38. Non-manufacturing (fulltime general workers)	1,841.7(monthly)	14,274.0(monthly)	Source: Survey on Japanese Companies' Activities in Asia in 2009 -China, Hong Kong, Taiwan, Korea- (conducted in Sep-Oct 2009, used average exchange rates in September 2009) 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\$26,867.3 (HK\$208,229.3)
	39. Non-manufacturing (fulltime section and department chief level)	3,293.2(monthly)	25,523.3(monthly)	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\$48,916.7 (HK\$379,119.3)
Land price, office rents, etc.	40. Store/showroom rent in the city center (monthly) (per sq.m)	~208.13	~1,614.64	World Trade Centre, Causeway Bay 18.6 sq. m (for shopping center in city center) No taxes borne by tenants

Taipei(Taiwan)				
US\$1=NT\$31.828 (Interbank rate as of Jan. 15, 2010)				
		US\$	NT\$	Remarks
Wages	1. Workers (fulltime general workers) Base salary (monthly)	888.4(monthly)	28,950(monthly)	Source: Survey on Japanese Companies' Activities in Asia in 2009 -China, Hong Kong, Taiwan, Korea- (conducted in Sep- Oct 2009, used average exchange rates in September 2009) 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\$15,200.4 (NT\$495,351.0)
	2. Engineers (fulltime mid-level engineers) Base salary (monthly)	1,151.6(monthly)	37,529(monthly)	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\$19,114.0 (NT\$622,888.0)
	3. Managers (fulltime section and department chief level) Base salary (monthly)	1,773.6(monthly)	57,797(monthly)	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\$30,441.8 (NT\$992,036.0)
	4.shop staff(Apparel)	731.49	23,282	Source: Council of Labor Affairs press release of Aug. 18, 2009 (July 2008 survey) Base pay Monthly salary of shop sales personnel
	5.shop staff(Food)	464.21	14,775	Source: Council of Labor Affairs press release of Aug. 18, 2009 (July 2008 survey) Base pay Monthly salary of restaurant/bar staff Includes atypical employees
	6. Legal minimum wage	542.92/month	17,280/month	Source: Council of Labor Affairs Revised: July 1, 2007
	7.Bonus payments (fixed bonus + variable bonus)	2.9 months base salary		Source: Survey on Japanese Companies' Activities in Asia in 2009 -China, Hong Kong, Taiwan, Korea- (conducted in Sep- Oct 2009, used average exchange rates in September 2009)
	8.Social security burden ratio	Employer's burden rate: 10.4% Employee's burden rate: 2.9% Breakdown of employer's burden rate: Health insurance: 4.6% workers' compensation (factory) insurance: 5.8% Breakdown of employee's burden rate: Health insurance: 1.4% workers' compensation (factory) insurance: 1.5%		
	9.Nominal wage increase rate	2007: 2.12% 2008: 0.02% 2009: ▲ 5.57% (1~10月)		Source: Directorate-General of Budget, Accounting and Statistics
Land price, office rents, etc.	10. Industrial estate (land) purchase rate	684.3	21,779.9	Source: Taiwan Industrial Land Service Network Major industrial parks Tax, expenses, maintenance fees not included
	11.Industrial estate rent (monthly) (per sq.m)	1.14	36.3	Same as above
	12.Office rent (monthly) (per sq.m)	16.2	516.1	Source: Sinyi Real Estate Songsshan District, Taipei (financial district) Tax, expenses, maintenance fees not included
	13.Housing rent for foreigners (monthly)	1,583.5	50,400	Source: Starts Taiwan Tianmu (northern Taipei) 3 bedroom with living room, dining room, and kitchen 45 tsubo (148.761 sq. m) Tax, expenses, maintenance fees not included
Telecomm unication expenses	14.Telephone installation fee	69.12	2,200	Source: Chunghwa Telecom No charge when applying for ADSL service simultaneously
	15.Telephone charge	basic monthly charge: 2.20~11.47 Call charge per min: (1) 0.003 (2) 0.009	basic monthly charge: 70~365 Call charge per min: (1) 0.1 (2) 0.3	Source: Same as above (1) NT\$1/10 min. (discount hours: 11:00 pm - 8:00 am Mon. - Fri., midnight - 8:00 am Sat. - Mon., all day Sun. and holidays) (2) NT\$1.50/5 min. (ordinary hours: other than the above)
	16.International call charge (for 3 min. to Japan)	(1) 1.169 (2) 1.225	(1) 37.2 (2) 39.0	Source: Same as above Toll calculation method: (1) 1.24/6 sec. (discount hours: Same as above) (2) 1.30/6 sec. (ordinary hours: Same as above)
	17. Mobile phone subscription fee	0	0	Source: Same as above

Taipei(Taiwan)				
US\$1=NT\$31.828 (Interbank rate as of Jan. 15, 2010)				
		US\$	NT\$	Remarks
	18.Mobile phone basic charge	Basic monthly charge: 5.75~52.88 Call charge per min.0.057~0.302	Basic monthly charge: 183~1,683 Call charge per min.1.8~9.6	Source: Same as above Five levels of base-charge plans: NT\$183, NT\$383, NT\$583, NT\$983, NT\$1,683 Air time: NT\$0.03/sec. - NT\$0.16/sec.
	19.Internet connection fee (Broadband)	Initial contract fee: Nil basic monthly charge: 9.39~30.54/month	Initial contract fee: Nil basic monthly charge: 299~972/month	Source: Same as above Total of Hinet connection charges and ADSL charges Installation fee of NT\$1,500 each needed for Hinet and ADSL (ADSL installation fee reduced to NT\$500 with two-year contract) Four levels of connection speeds: 256 K/64 K, 1 M/64 K, 2 M/256 K, 8 M/640 K
Electricity Rate	20. Electricity rate for business use (per kWh)	Basic monthly charge: 5.24~7.42 Rate per kWh: 0.076~0.098	Basic monthly charge: 166.9~236.2 Rate per kWh: 2.41~3.13	Source: Taiwan Power Company Basic monthly charge: non-summer minimum NT\$166.9 (\$5.24) - summer maximum NT\$236.2 (\$7.42) Charge per kWh: non-summer minimum NT\$2.41 (\$0.076) - summer maximum NT\$3.13 (\$0.107)
	21.Electricity rate for general use (per kWh)	Basic monthly charge: 1.32 Rate per kWh: 0.066	Basic monthly charge: 42 Rate per kWh: 2.10~5.10	Source: Same as above Basic monthly charge: both summer and non-summer NT\$2.10 multiplied by base frequency of 40 = NT\$84 (2 months)/2 = NT\$42 (\$1.32)/month
Water rate	22.Water rate for business use (per cu.m)	Basic monthly charge: 0.561~916.95 per cu.m: 0.231~0.379	Basic monthly charge: 17.85~29,184.75 per cu.m: 7.35~12.075	Source: Taiwan Water Corporation
	23.Water rate for general use (per cu.m)	Same as above	Same as above	Same as above
Gas rate	24.Gas rate for business use (per cu.m)	Basic monthly charge: 0.528 per cu.m: 6.284~26.392	Basic monthly charge: 16.81 per cu.m: 200~840	Source: The Great Taipei Gas Corporation City gas
	25. Gas rate for general use (per cu.m)	Basic monthly charge: Same as above per cu.m: 1.885~7.383	Basic monthly charge: Same as above per cu.m: 60~235	Same as above
Transportation	26.Container transport (40-feet container)	(1) 500 (2) 1,950 (3) 480	(1) 15,914 (2) 62,064.6 (3) 15,277.44	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) Land transport costs not included
	27. Regular gasoline price (1 liter)	(1) 1.015 (2) 0.968 (3) 0.946	(1) 32.3 (2) 30.8 (3) 30.1	Source: CPC Corporation, Taiwan (1) AI-98 (2) AI-95 (3) AI-92
	28.Diesel oil price (1liter)	0.87	27.7	Source: Same as above
Exchange	29.Exchange rate (1 US dollar)	US\$1 = NT\$31.828		
Taxation	30.Corporate income tax rate	(to 2009) up to 5,000NT: exemption from taxation 5,000NT more ~ up to 10,000: 15% 10,000NT more : 25%		Article 5, Income Tax Act
	31.Personal income tax rate (highest rate, %)	(to 2009) 6%~40%		Article 5, Income Tax Act
	32.Value-added tax (VAT) (standard rate, %)	5%		Refers to (national) business tax Article 10, Value Added and Non-Value Added Business Tax Act
	33.Tax on interest remitted to Japan (highest rate, %)	20%		Article 3, Standards of Withholding Rates for Various Incomes
	34.Tax on dividends remitted to Japan (highest rate, %)	30%		When certain conditions are satisfied under rules on repatriation (investment) of overseas Chinese and foreign investment: 20% Article 3, Standards of Withholding Rates for Various Incomes
	35.Tax on royalties remitted to Japan (highest rate, %)	20%		Article 3, Standards of Withholding Rates for Various Incomes

Taipei(Taiwan)				
US\$1=NT\$31.828 (Interbank rate as of Jan. 15, 2010)				
		US\$	NT\$	Remarks
Overall	36.Remarks	-		
	37.Period of the survey	January 15, 2010		
Wages	38. Non-manufacturing (fulltime general workers)	1,187.6(monthly)	38,701(monthly)	Source: Survey on Japanese Companies' Activities in Asia in 2009 -China, Hong Kong, Taiwan, Korea- (conducted in Sep- Oct 2009, used average exchange rates in September 2009) 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\$20,676.8ドル (NT\$673,816.0)
	39.Non-manufacturing (fulltime section and department chief level)	2,092.2(monthly)	68,180(monthly)	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\$36,334.2ドル (NT\$1,184,060.0)
Land price, office rents, etc.	40.Store/showroom rent in the city center (monthly) (per sq.m)	27.53	876.30	Guang Fu North Rd. shopping district (central Taipei) 114.1 sq. m Maintenance fee not included

Singapore (Singapore)				
US\$1=S\$1.3886 (Interbank rate as of Jan. 15, 2010)				
		US\$	S\$	Remarks
Wages	1. Workers (fulltime general workers) Base salary (monthly)	969.9(monthly)	1,374.9(monthly)	Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2009 Survey) (conducted in Sep-Oct 2009, used average exchange rates in September 2009) Regular employment Base salary: 46 firms average Workers with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$20,852.0 (S\$29,651.5) [43 firms average]
	2. Engineers (fulltime mid-level engineers) Base salary (monthly)	1,997.3	2,840.1	Source: Same as above Regular employment Base salary: 39 firms average 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\$32,658.3 (S\$46,440.1) [36 firms average]
	3. Managers (fulltime section and department chief level) Base salary (monthly)	3,357.0	4,773.7	Source: Same as above Regular employment Base salary: 43 firms average 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\$52,682.0 (S\$74,913.8) [39 firms average]
	4.shop staff(apparel)	856.26	1189	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, 2009)
	5.shop staff(drinking and eating)	785.68	1091	Same as above
	6. Legal minimum wage	-	-	No legal minimum wage
	7.Bonus payments (fixed bonus + variable bonus)	2.2months		Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2009 Survey)
	8.Social security burden ratio	Employer's burden rate: 14.5% Employee's burden rate: 20.0% Breakdown of the fund Medical Insurance: 21.7% Pension(Special Account): 17.4% ordinary account: 60.9%		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 July 1, 2007
	9.Nominal wage increase rate	2007: 5.9% 2008: 4.2% 2009: -		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) 2009 figures planned for announcement in June 2010
Land price, office rents, etc.	10. Industrial estate (land) purchase rate	110.18~361.52	153~502	Source: JTC Jurong Town (Industrial complex operated by JTC) 20 - 30 min. by car from city center Excluding GST Land price in the industrial complex (price of 30-year lease)
	11.Industrial estate rent (monthly) (per sq.m)	0.56~1.58	0.78~2.20	Source: Same as above Jurong Town (Industrial complex operated by JTC) 20 - 30 min. by car from city center Excluding GST Annual rent in the industrial complex converted to monthly figure
	12.Office rent (monthly) (per sq.m)	38.56~54.26	53.55~75.35	Source: Office Compass Raffles Place, Tanjong Pagar (finance and business district around Shenton Way) Monthly rent per sq. ft. converted to rent per sq. m In addition to rent, other payments required include three months' rent as a deposit, stamp tax, and agency fees to the real estate company

Singapore (Singapore)				
US\$1=S\$1.3886 (Interbank rate as of Jan. 15, 2010)				
		US\$	S\$	Remarks
	13.Housing rent for foreigners (monthly)	2160.45 (Park Oasis) ~ 4320.90 (Aspen Heights)	3,000 (Parkl Oasis) ~ 6,000 (Aspen Heights)	Source: Rental Singapore Property River Valley (about five min. south by car from the Orchard business district) Condominium, 125.42 – 143.53 sq. m, 3 bedrooms, furnished Deposit of two months' rent and stamp tax Selected min. and max. rents of Aspen Heights in River Valley Jurong East (industrial complex area at the east end of Singapore) Condominium, 113.99 sq. m – 130.06 sq. m, 3 bedrooms, furnished Deposit of two months' rent and stamp tax Selected min. and max. rents of Park Oasis in Jurong East
Telecommunication expenses	14.Telephone installation fee	38.53	53.5	Source: Singtel Residential use
	15.Telephone charge	basic monthly charge: 7.06 Call charge per min: 0.0062 ~ 0.012	basic monthly charge: 9.81 Call charge per min: 0.0086 ~ 0.017	Source: Same as above 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)
	16.International call charge (for 3 min. to Japan)	0.76 ~ 1.94	1.05 ~ 2.70	Source: Same as above When using 109 discounted international dialing, S\$1.05 (landline), S\$1.17 (mobile phone) When using standard international dialing (IDD), S\$2.70
	17. Mobile phone subscription fee	30.82	42.8	Source: Same as above S\$10.70 to register for service, S\$32.10 for SIM card
	18.Mobile phone basic charge	basic monthly charge: 10.80 ~ 138.70 Call charge per min: 0.1159	basic monthly charge: 15.00 ~ 192.60 Call charge per min: 0.1605	Source: Same as above 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
	19.Internet connection fee (Broadband)	Initial Contract Fee: 108.02 basic monthly charge: 259.25	Initial Contract Fee: 150 basic monthly charge: 360	Source: Same as above Commercial Business Broadband (Dynamic IP) ADSL access, dedicated connection, 1.5 Mbps, GST (7%) not included
Electricity Rate	20. Electricity rate for business use (per kWh)	basic monthly charge: 5.37 Rate per kWh: 0.1599 ~ 0.1611	basic monthly charge: 7.45 Rate per kWh: 0.2221 ~ 0.2237	Source: SP Services High-voltage When basic monthly charge is included in contract charges S\$11.17 for use in excess of contracted charges GST (7%) included Charges revised Jan. 1, 2010
	21.Electricity rate for general use (per kWh)	basic monthly charge: Nil Rate per kWh: 0.1762	basic monthly charge: Nil Rate per kWh: 0.2447	Source: Same as above Low-voltage Residential, commercial use GST (7%) included Charges revised Jan. 1, 2010
Water rate	22.Water rate for business use (per cu.m)	basic monthly charge: Nil Rate per cu.m: 1.4991	basic monthly charge: Nil Rate per cu.m: 2.0817	Source: Public Utility Board (PUB) Water charges (S\$1.17/cu. m) + water-conservation tax (30%) + sewage facility fee (S\$0.5607) GST (7%) not included
	23.Water rate for general use (per cu.m)	basic monthly charge: Nil Rate per cu.m: 1.2972 (up to 40m3) 1.6638 (over 40m3)	basic monthly charge: Nil Rate per cu.m: 1.8013 (up to 40m3) 2.3103 (over 40m3)	Source: Same as above Water charges (S\$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 (S\$0.2803) GST (7%) not included
Gas rate	24.Gas rate for business use (per kWh)	basic monthly charge: Nil Rate per kWh: 0.1262	basic monthly charge: Nil Rate per kWh: 0.1752	Source: City Gas Charge when using 1,000 kWh or more per month S\$0.1702/cu. m when using 50,000 kWh or more Revised Nov. 2009 City gas
	25. Gas rate for general use (per kWh)	basic monthly charge: Nil Rate per kWh: 0.1334	basic monthly charge: Nil Rate per kWh: 0.1852	Source: Same as above Revised Nov. 2009 City gas

Singapore (Singapore)				
US\$1=S\$1.3886 (Interbank rate as of Jan. 15, 2010)				
		US\$	S\$	Remarks
Transportation	26.Container transport (40-feet container)	(1) 650 (2) 1,150 (3) 1,500	(1) 902.59 (2) 1,596.89 (3) 2,082.90	Source: Kline (Singapore) Pte Ltd, Shipco Transport Pte Ltd Plant (city): Singapore Nearest port: Port of Singapore Third-country destination port: Port of Los Angeles Asked by e-mail Rough estimate in US dollars (1) Export to Japan: Nearest port (Port of Singapore) → Port of Yokohama (2) Export to third country: Nearest port (Port of Singapore) → Third-country destination port (Port of Los Angeles) (3) Import from Japan: Port of Yokohama → Nearest port (Port of Singapore)
	27. Regular gasoline price (1 liter)	1.2869~1.3301	1.787~1.847	Source: Shell, Caltex, SPC Octane rating 92 - 95 Includes GST (7%) Prices before discount Revised Jan. 12, 2010 (Shell) Jan. 13, 2010 (Caltex, SPC)
	28.Diesel oil price (1liter)	0.9456	1.313	Source: Same as above Includes GST (7%) Prices before discount Revised Jan. 12, 2010 (Shell) Jan. 13, 2010 (Caltex, SPC)
Exchange	29.Exchange rate (1 US dollar)	1US dollar=1.3886Singapore dollar		
Taxation	30.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 \$290,000 exempted
	31.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
	32.Value-added tax (VAT) (standard rate, %)	7% (VAT) (standard rate)		Source: Same as above Name: GST Revised July 1, 2007
	33.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
	34.Tax on dividends remitted to Japan (highest rate, %)	-		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
	35.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	36.Remarks	Corporate Income tax: Since 2010 year, cut from 18% to 17%		
	37.Period of the survey	January 15, 2010.		
Wages	38. Non-manufacturing (fulltime general workers)	2,330.7(monthly)	3,314.2(monthly)	Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2009 Survey) (conducted in Sep-Oct 2009, used average exchange rates in September 2009) Regular employment Base salary: 135 firms average Staff with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$35,654.1 (S\$50,700.2) [116 firms average]
	39.Non-manufacturing (fulltime section and department chief level)	4,036.7(monthly)	5,740.2(monthly)	Source: Same as above Regular employment Base salary: 125 firms average 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\$62,565.4 (S\$88,968.1) [108 firms average]

Singapore (Singapore)				
US\$1=S\$1.3886 (Interbank rate as of Jan. 15, 2010)				
		US\$	S\$	Remarks
Land price, office rents, etc.	40.Store/showroom rent in the city center (monthly) (per sq.m)	77.518	107.642(monthly)	Source: Office Compass The Heeren (along Orchard Rd., a business district in the city) Calculated from monthly rent per sq. ft.

Bangkok (Thailand)				
US\$1=32.874Baht (Interbank rate as of Jan. 15, 2010)				
		US\$	Baht	Remarks
Wages	1. Workers (fulltime general workers) Base salary (monthly)	230.6(monthly)	7,789.9(monthly)	Source : Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2009 Survey) (conducted in Sep-Oct 2009, used average exchange rates in September 2009) Regular employment Base salary : 367 firms average Staff with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$4,448.5 (150,304.9Baht) [318 firms average]
	2. Engineers (fulltime mid-level engineers) Base salary (monthly)	540.2(monthly)	18,251.2(monthly)	Source : Same as above Regular employment Base salary : 348 firms average 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\$9,197.2 (310,750.9Baht) [308 firms average]
	3. Managers (fulltime section and department chief level) Base salary (monthly)	1,341.5(monthly)	45,327(monthly)	Source : Same as above Regular employment Base salary : 352 firms average 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\$21,521.8 (727,168.4Baht) [305 firms average]
	4.shop staff(Apparel)	243.96	8,019.9	Source: National Statistical Office Labor Force Survey Monthly average wages in wholesale, retail, and repairs industries Bonus, overtime not included Third quarter 2009 (July - Sept.)
	5.shop staff(Food)	199.20	6,548.4	Source: National Statistical Office Labor Force Survey Monthly average wages in hotel and restaurant industries Bonus, overtime not included Third quarter 2009 (July - Sept.)
	6. Legal minimum wage	6.27/day	206/day	Source: Ministry of Labor Revised: Jan. 1, 2010 Bangkok and Samut Prakan Province Minimum wage varies by province
	7.Bonus payments (fixed bonus + variable bonus)	2.6 month base salary		Survey on Japanese Companies' Activities in Asia in 2009 -China, Hong Kong, Taiwan, Korea- (conducted in Sep- Oct 2009, used average exchange rates in September 2009)
	8.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
	9.Nominal wage increase rate	2007: 3.0% 2008: 10.2% 2009: ▲3.0%		Source: National Statistical Office Labor Force Survey Year-on-year growth rate calculated through simple averaging of quarterly data 2009 data represents average of first through third quarters
Land price, office rents, etc.	10. Industrial estate (land) purchase rate	85.55	2,812.5	Source: interviews Amata Nakorn Industrial Estate General industrial area, prices subject to consultation Tax not included, expenses included

Bangkok (Thailand)				
US\$1=32.874Baht (Interbank rate as of Jan. 15, 2010)				
		US\$	Baht	Remarks
	11.Industrial estate rent (monthly) (per sq.m)	6.39	210	Source: interviews Amata Nakorn Industrial Estate General industrial area, plant rent (per floor area), prices subject to consultation Tax not included, expenses included
	12.Office rent (monthly) (per sq.m)	19.77	650	Source: Website of real-estate firm (Tokyo Development Consultants Thailand) Silom Complex Not included
	13.Housing rent for foreigners (monthly)	(1) 1,429.70 (2) 1,977.25	(1) 47,000 (2) 65,000	Source: Pamphlet published by real-estate firm (Kotobuki) Sukhumvit (1) Serviced apartment (with maid service), 80 sq. m (1 bedroom with living room, dining room, and kitchen) (2) Apartment, 220 sq. m (3 bedroom with living room, dining room, and kitchen) 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
Telecomm unication expenses	14.Telephone installation fee	101.90	3,350	Source: TOT (Telephone Organization of Thailand)
	15.Telephone charge	basic monthly charge: 3.04 call rate per min.: 0.09	basic monthly charge: 100 call rate per min.: 3 (Local calls charged per call)	Source: Same as above Local calls charged per call, not per minute Long-distance calls charged per minute, with rates varying by distance and time of day
	16.International call charge (for 3 min. to Japan)	0.64	21	Source: CAT Telecom 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
	17. Mobile phone subscription fee	Nil	Nil	Source: AIS
	18.Mobile phone basic charge	Basic monthly charge: 9.10 Call charge per min.: free(1hour/23:00~17:00)	Basic monthly charge: 299 Call charge per min.: free(1hour/23:00~17:00)	Source: Same as above 11:00 pm ~ 5:00 pm: first hour free of charge, 1 baht/min. thereafter; 5:00 ~ 11:00 pm: 2 bahts for first minute, 1 baht/min. thereafter (for calls between AIS users) Monthly charges and air-time charges vary by plan There are three major mobile-phone carriers, and the service plans they provide are fairly fractionalized and change frequently The example at left is for a corporate package plan from AIS, the largest carrier
	19.Internet connection fee (Broadband)	73.01	2,400	Source: TRUE ADSL Business Uses, 1 M/512 k
Electricity Rate	20. Electricity rate for business use (per kWh)	Basic monthly charge: 6.94 Rate per kWh: 0.11	Basic monthly charge: 228.17 Rate per kWh: 3.6246	Source: Metropolitan Electricity Authority Charge calculation method: 12 ~ 24 kV; peak time: 9:00 am ~ 10:00 pm (Mon. ~ Fri.)
	21.Electricity rate for general use (per kWh)	Basic monthly charge: 1.24 Rate per kWh: 1~150kWh: 0.05 151~400kWh: 0.08 401kWh~: 0.09	Basic monthly charge: 40.90 Rate per kWh: 1~150kWh: 1.8047 151~400kWh: 2.7781 401kWh~: 2.9780	Source: Same as above When using 150 kWh per month
Water rate	22.Water rate for business use (per cu.m)	Basic monthly charge: Nil Rate per cu.m: 0.29~0.48	Basic monthly charge: Nil Rate per cu.m: 9.5~15.81	Source: Metropolitan Public Water Company Charge calculation method: unit prices set by level of water use
	23.Water rate for general use (per cu.m)	Basic monthly charge: Nil Rate per cu.m: 0.26~0.44	Basic monthly charge: Nil Rate per cu.m: 8.5~14.45	Source: Same as above Unit prices set by level of water use

Bangkok (Thailand)				
US\$1=32.874Baht (Interbank rate as of Jan. 15, 2010)				
		US\$	Baht	Remarks
Gas rate	24.Gas rate for business use (per cu.m)	Basic monthly charge: Nil Rate per cu.m:5.33	Basic monthly charge: Nil Rate per 1 million BTU::175.25	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 Oct. 2009)
	25. Gas rate for general use (per cu.m)	Basic monthly charge: Nil Rate per kg:0.76~0.90	Basic monthly charge: Nil Rate per kg:25~29.5	Source: Ministry of Energy, Petroleum Authority of Thailand (PTT) 100 – 118 bahts/4-kg canister LPG
Transportation	26.Container transport (40-foot container)	(1) 1,139.19 (2) 2,534.19 (3) 1,081.36	(1) 37,450 (2) 83,309 (3) 35,549	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 (1) Export to Japan: Nearest port (Laem Chabang Port) → Port of Yokohama (2) Export to third country: Nearest port (Laem Chabang Port) → Third-country destination port (Port of Los Angeles) (3) Import from Japan: Port of Yokohama → Nearest port (Laem Chabang Port) Charge calculation method: land transport (5,300 bahts for 1 – 3 above) and local charges (4,700 bahts for 1 – 2 above, 5,100 bahts for 3 above) included
	27. Regular gasoline price (1 liter)	1.10	36.24	Source: Ministry of Energy Retail price in Bangkok area
	28.Diesel oil price (1liter)	0.87	28.59	Same as above
	29.Exchange rate (1 US dollar)	US\$1=32.874Baht		
Taxation	30.Corporate income tax rate	30%		
	31.Personal income tax rate (highest rate, %)	37%		Progressive taxation with five levels from 0 to 37%
	32.Value-added tax (VAT) (standard rate, %)	7%		GST
	33.Tax on interest remitted to Japan (highest rate, %)	15%		Article 11 of Thailand/Japan Double Taxation Agreement
	34.Tax on dividends remitted to Japan (highest rate, %)	10%		Article 10 of Thailand/Japan Double Taxation Agreement
	35.Tax on royalties remitted to Japan (highest rate, %)	15%		Article 12 of Thailand/Japan Double Taxation Agreement
Overall	36.Remarks	–		
	37.Period of the survey	January 15, 2010		

Bangkok (Thailand)				
US\$1=32.874Baht (Interbank rate as of Jan. 15, 2010)				
		US\$	Baht	Remarks
Wages	38. Non-manufacturing (fulltime general workers)	549.1(monthly)	18,553.2(monthly)	Source : Survey of Japanese-Affiliated Firms in Asia and Oceania(FY 2009 Survey) (conducted in Sep-Oct 2009, used average exchange rates in September 2009) Regular employment Base salary : 255 firms average Staff with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$10,205.1 (344,806.1Baht) [225 firms average]
	39.Non-manufacturing (fulltime section and department chief level)	1,357.4(monthly)	45,864.7(monthly)	Source : Same as above Regular employment Base salary : 215 firms average 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\$21,998.0 (743,258.2Baht) [194 firms average]
Land price, office rents, etc.	40.Store/showroom rent in the city center (monthly) (per sq.m)	(1) 60.84~91.26 (2) 30.42~91.26	(1) 2,000~3,000 (2) 1,000~3,000	(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

Kuala Lumpur (Malaysia)				
US\$1=3.3400 ringgit (Interbank rate as of Jan. 15, 2010)				
		US\$	Ringgit	Remarks
Wages	1. Workers (fulltime general workers) Base salary (monthly)	256.6(monthly)	897.3(monthly)	Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2009 Survey) (conducted in Sep-Oct 2009, used average exchange rates in September 2009) Regular employment Base salary: 145 firms average Workers with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$4,197.1 (14,676.9ringgit) [114 firms average]
	2. Engineers (fulltime mid-level engineers) Base salary (monthly)	744.7(monthly)	2,604.3(monthly)	Source: Same as above Regular employment Base salary: 131 firms average 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\$12,067.7 (42,199.7ringgit) [109 firms average]
	3. Managers (fulltime section and department chief level) Base salary (monthly)	1,485.0(monthly)	5,192.9(monthly)	Source: Same as above Regular employment Base salary: 137 firms average 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\$22,782.3 (79,667.5ringgit) [114 firms average]
	4.shop staff(Apparel)	443.11	1,480	Source: Malaysian Employers Federation (MEF) Wages include base pay only
	5.shop staff(Food)	135.63	453	Same as above
	6. Legal minimum wage	—	—	
	7.Bonus payments (fixed bonus + variable bonus)	1.8months		Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2009 Survey)
	8.Social security burden ratio	Employer's burden rate: 12% Employee's burden rate: 8% Breakdown of employer's burden rate: 70% No requirement for percentage Breakdown of employee's burden rate: 30% Housing cost, education expense and healthcare cost		Source: Employees Provident Fund (EPF)
	9.Nominal wage increase rate	Executive: 2007: 6.25% 2008: 6.09% 2009: 5.36% Non-Executive: 2007: 5.77% 2008: 5.69% 2009: 5.22%		Source: Malaysian Employers Federation (MEF)
Land price, office rents, etc.	10. Industrial estate (land) purchase rate	30 years: 80.57 60 years: 120.85 99 years: 161.14	30 years: 269.10 60 years: 403.65 99 years: 538.20	Source: Selangor State Development Corporation Selangor Science Park II, Sepang Land tax (0.936 ringgit/sq. m), sewer charges (6,000 ringgit/hectare), etc. vary by size

Kuala Lumpur (Malaysia)				
US\$1=3.3400 ringgit (Interbank rate as of Jan. 15, 2010)				
		US\$	Ringgit	Remarks
	11.Industrial estate rent (monthly) (per sq.m)	–	–	
	12.Office rent (monthly) (per sq.m)	18.68~25.78	62.40~86.10	Source: Malaysian Industrial Development Authority (MIDA) Kuala Lumpur Service tax included
	13.Housing rent for foreigners (monthly)	988.02~1,946.11	3,300~6,500	Source: Same as above Mont Kiara Condominium 110 – 150 sq. m Facilities include swimming pool, gymnasium, parking, etc. Maintenance fee not included
Telecomm unication expenses	14.Telephone installation fee	Individual: 40.42 Corporate: 92.81~182.63	Individual: 135 Corporate: 310~610	Source: Telekom Malaysia (TM) Individual: security deposit (75) + stamp tax (10) + installation fee (50) + line fee Corporate: security deposit (200 – 500) + stamp tax (10) + installation fee (50) + line fee (50 ringgit for new service, 30 ringgit for existing line)
	15.Telephone charge	Basic monthly charge: Individual: 3.89~7.49 Corporate: 5.99~13.47 Charge per min.: 0.012	Basic monthly charge: Individual: 13~25 Corporate: 20~45 Charge per min.: 0.04	Source: Same as above Basic monthly charge: Individual: 13 ringgit up to 1,000 lines, 25 ringgit for 1,000 lines or more Corporate: 20 ringgit up to 1,000 lines, 45 ringgit for 1,000 lines or more Toll per minute: 0.08 ringgit for first two minutes, plus 0.04 ringgit/min. thereafter
	16.International call charge (for 3 min. to Japan)	1.62	5.4	Source: Same as above Fee calculation method: RM1.80/min. multiplied by 3 min.
	17. Mobile phone subscription fee	Individual: Malaysians: 8.98~29.94 Foreigners: 149.70~389.22 Corporate: 14.97~44.91	Individual: Malaysians: 30~100 Foreigners: 500~1,300 Corporate: 50~150	Source: Maxis Varies by plan Corporate: two-year plan
	18.Mobile phone basic charge	Basic monthly charge: 8.98~149.70 Charge per min.: 0.03~0.09	Basic monthly charge: 30~500 Charge per min.: 0.10~0.30	Source: Same as above Varies by plan
	19.Internet connection fee (Broadband)	Individual: 63.77~212.28 Corporate: 47.31~143.11	Individual: 213~709 Corporate: 158~478	Source: Streamyx Individual: Connection charge (75 ringgit) + security deposit (two months' charges) + stamp tax (10 ringgit) + installation charge (88 ringgit, if necessary) Monthly charge: 20 ringgit (384 kbps) – 268 ringgit (4 Mbps) Corporate: monthly charge + stamp tax (10 ringgit) Monthly charge: 148 ringgit (1 Mbps) – 468 ringgit (4 Mbps) No charge for connection, installation Both individual and corporate charges include initial cost
Electricity Rate	20. Electricity rate for business use (per kWh)	Basic monthly charge: 179.64 Rate per kWh: 0.08	Basic monthly charge: 600 Rate per kWh: 0.27	
	21.Electricity rate for general use (per kWh)	Basic monthly charge: 0.9 Rate per kWh: 0.07~0.13	basic monthly charge: 3.00 Rate per kWh: 0.22~0.45	Same as above
Water rate	22.Water rate for business use (per cu.m)	Basic monthly charge: Nil 0.57 per cu.m	Basic monthly charge: Nil 1.91 per cu.m	Source: Selangor Water Supply Department
	23.Water rate for general use (per cu.m)	Basic monthly charge: Nil 0.22 per cu.m	Basic monthly charge: Nil 0.72 per cu.m	Same as above

Kuala Lumpur (Malaysia)				
US\$1=3.3400 ringgit (Interbank rate as of Jan. 15, 2010)				
		US\$	Ringgit	Remarks
Gas rate	24. Gas rate for business use (per cu.m)	Basic monthly charge: 113.22 3.90 per cu.m	Basic monthly charge: 378.16 13.04 per cu.m	Source: Gas Malaysia Minimum use per month: 29 mmBtu Natural gas
	25. Gas rate for general use (per cu.m)	Basic monthly charge: 1.22 5.46 per cu.m	Basic monthly charge: 4.08 18.22 per cu.m	Source: Same as above Minimum use per month: 0.224 mmBtu Natural gas
Transportation	26. Container transport (40-foot container)	(1) 480.00 (2) 2,250.00 (3) 500.00	(1) 1,603.20 (2) 7,515.00 (3) 1,670.00	Source: MOL Logistics (Japan) Plant (city): Kuala Lumpur Branch (Selangor) Nearest port: Port Klang Third-country destination port: Port of Los Angeles (1) Export to Japan: Nearest port (Port Klang) → Port of Yokohama (2) Export to third country: Nearest port (Port Klang) → Third-country destination port (Port of Los Angeles) (3) Import from Japan: Port of Yokohama → Nearest port (Port Klang) Fuel Surcharge (FAF), Currency Adjustment Factor
	27. Regular gasoline price (1 liter)	0.54	1.80	Legal price Source: Ministry of Domestic Trade, Co-operatives and Consumerism (MDTCC) *RON95
	28. Diesel oil price (1 liter)	0.51	1.70	Legal price Source: Ministry of Domestic Trade, Co-operatives and Consumerism (MDTCC)
Exchange	29. Exchange rate	US\$1=3.3400 ringgit		
Taxation	30. Corporate income tax rate	25%		Source: Ministry of Finance No effective tax rate
	31. Personal income tax rate (highest rate, %)	26%		Same as above
	32. Value-added tax (VAT) (standard rate, %)	Sales tax: 5~25% Service tax: 5%		Source: Royal Malaysian Customs Department
	33. Tax on interest remitted to Japan (highest rate, %)	10%		Article 11 of tax treaty between Japan and Malaysia
	34. Tax on dividends remitted to Japan (highest rate, %)	Nil		Article 12 of tax treaty between Japan and Malaysia
	35. Tax on royalties remitted to Japan (highest rate, %)	10%		Article 10 of tax treaty between Japan and Malaysia
Overall	36. Remarks	Nil		
	37. Period of the survey	Jan 15-20, 2010		
Wages	38. Non-manufacturing (fulltime general workers)	721.9(monthly)	2,524.5(monthly)	Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2009 Survey) (conducted in Sep-Oct 2009, used average exchange rates in September 2009) Regular employment Base salary: 90 firms average Staff with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$14,644.4 (51,209.9 ringgit) [77 firms average]

Kuala Lumpur (Malaysia) US\$1=3.3400 ringgit (Interbank rate as of Jan. 15, 2010)				
		US\$	Ringgit	Remarks
	39.Non-manufacturing (fulltime section and department chief level)	1,688.6(monthly)	5,904.7(monthly)	Source : Same as above Regular employment Base salary : 82 firms average 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\$28,167.6 (98,499.3ringgit) [70 firms average]
Land price, office rents, etc.	40.Store/showroom rent in the city center (monthly) (per sq.m)	9.66~17.72	32.28~59.18	Jalan Ampang, Ampang 218; Jalan Perak, Wisma Hong Leong

Jakarta (Indonesia) US\$1=9,205 ruphia (Interbank rate as of Jan. 15, 2010)				
		US\$	Ruphia	Remarks
Wages	1. Workers (fulltime general workers) Base salary (monthly)	147.7(monthly)	1,430,291.0(monthly)	Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2009 Survey) (conducted in Sep-Oct 2009, used average exchange rates in September 2009) Regular employment Base salary : 57 firms average Workers with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$3,598.3 (34,834,853.2ruphia) (51 firms average)
	2. Engineers (fulltime mid-level engineers) Base salary (monthly)	294.4(monthly)	2,850,184.4(monthly)	Source: Same as above Regular employment Base salary : 53 firms average 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\$5,913.3 (57,247,060.2ruphia) (49 firms average)
	3. Managers (fulltime section and department chief level) Base salary (monthly)	811.58(monthly)	7,856,988.4(monthly)	Source: Same as above Regular employment Base salary : 55 firms average 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\$1,5576.0 (150,790,809.4 ruphia) (50 firms average)
	4.shop staff(apparel)	163.5	1,504,585	Source: Statistics Indonesia Figures for retail sector in DKI Jakarta Amount received by employee (salary, allowances, etc.; overtime, bonus not included) Income tax, insurance cost not included
	5.shop staff(Food)	137.3	1,263,434	Source: Same as above Figures for restaurant/dining sector in DKI Jakarta Amount received by employee (salary, allowances, etc.; overtime, bonus not included) Income tax, insurance cost not included
	6. Legal minimum wage	121.5/month	1,118,009/month	Source: Ministry of Manpower and Transmigration (MOM&T) in Indonesia Revised: Jan. 1, 2010 In DKI Jakarta
	7.Bonus payments (fixed bonus + variable bonus)	2.2 months worth of base salary		Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2009 Survey)
	8.Social security burden ratio	Employer's burden rate: 4.24~5.74% Employee's burden rate: 2.00% Breakdown of the employer's burden rateWorkers' 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)
	9.Nominal wage increase rate	2007: 10.0% 2008: 8.0% 2009: 10.0%		Source: Application of rate of increase in legal minimum wage (no other information sources)
Land price, office rents, etc.	10. Industrial estate (land) purchase rate	45	414,225	Source: Kota Bukit Indah Industrial Park Kota Bukit Indah Industrial Park Tax not included
	11.Industrial estate rent (monthly) (per sq.m)	3.5~4	32,218~36,820	Source: Same as above Kota Bukit Indah Industrial Park Land rental \$0.50, building rental \$3.0 - 3.5, maintenance fee not included Tax not included

Jakarta (Indonesia) US\$1=9,205 ruphia (Interbank rate as of Jan. 15, 2010)				
		US\$	Ruphia	Remarks
	12.Office rent (monthly) (per sq.m)	20	184,100	Source: Summitmas Summitmas Maintenance fee included, tax not included
	13.Housing rent for foreigners (monthly)	1,800~3,675	16,569,000~33,828,375	Area: Sudirman, Pondok Indah Condominium with swimming pool 150 – 220 sq. m Maintenance fee included, tax not included
Telecomm unication expenses	14.Telephone installation fee	Business use: 65.2 General use: 46.7	Business use: 600,000 General use: 429,500	Source: Telecom Industrial use: 105,000 rupiah for cable installation + 450,000 rupiah for connection (10% VAT not included) General use: 105,000 rupiah for cable installation + 295,000 rupiah for connection (10% VAT not included)
	15.Telephone charge	Business use: Basic monthly charge : 6.3 Call charge per min.: 0.01 General use: Basic monthly charge : 3.5 Call charge per min.: 0.01	Business use: Basic monthly charge : 57,600 Call charge per min.: 125 General use: Basic monthly charge : 32,600 Call charge per min.: 125	Source: Telecom Base charge: 10% VAT not included Toll per minute: charge for call up to 20 km 9:00 am – 3:00 pm (toll per 2 min. converted to toll per min.)
	16.International call charge (for 3 min. to Japan)	1.8	16,650	Source: Same as above 555 rupiah/6 min.
	17. Mobile phone subscription fee	Nil	Nil	Source: Telecom Cell
	18.Mobile phone basic charge	Basic monthly charge : 3.0 Call charge per min.: 0.07 ~ 0.08	Basic monthly charge : 27,500 Call charge per min.: 645 ~ 750	Source: Telecom Cell Base charge: includes 10% VAT Air time: 215 rupiah/20 sec. between Telecom Cell users, converted to toll per min.; 250 rupiah/20 sec. to other operators
	19.Internet connection fee (Broadband)	32	295,000	Source: Fastnet 768 kbps Initial contract charge of 430,000 rupiah (100,000 rupiah installation charge, 330,000 rupiah modem charge, tax included) required separately 10% VAT not included
Electricity Rate	20. Electricity rate for business use (per kWh)	basic monthly charge : 3.2 Rate per kWh: 0.05	basic monthly charge : 29,500 Rate per kWh: 475	Source: PLN (charges based on current regulations) Tax not included, over 20 kVA
	21.Electricity rate for general use (per kWh)	basic monthly charge : 0.53~2.73 Rate per kWh: 0.03~0.34	basic monthly charge : 30,500 Rate per kWh: 530	Source: Same as above Tax not included, 2,200 VA, over 60 kWh
Water rate	22.Water rate for business use (per cu.m)	Basic monthly charge : 12.2 Rate per cu.m: 1.4	Basic monthly charge : 112,065 Rate per cu.m: 12,550	Source: water authority (charges based on current regulations) Tax not included Group 4B Basic monthly charge: for 1.5-inch meter category, meter maintenance charge of 22,000 rupiah + fixed charge of 90,065 rupiah Charge per cu. m: more than 20 cu. m
	23.Water rate for general use (per cu.m)	Basic monthly charge : 1.1 Rate per cu.m.: 1.1	Basic monthly charge : 10,440 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 3,800 rupiah + fixed charge of 6,640 rupiah Charge per cu. m: more than 20 cu. M
Gas rate	24.Gas rate for business use	Basic monthly charge : Nil 5.5/MMBTU	Basic monthly charge : Nil 50,535.5/MMBTU	Source: Perusahaan Gas Negara Natural gas

Jakarta (Indonesia) US\$1=9,205 ruphia (Interbank rate as of Jan. 15, 2010)				
		US\$	Ruphia	Remarks
	25. Gas rate for general use (per cu.m)	Basic monthly charge : Nil 6.5/MMBTU	Basic monthly charge : Nil 59,745.5/MMBTU	Same as above
Transportation	26.Container transport (40-feet container)	(1) 1,000 (2) 2,500 (3) 1,200	(1) 9,205,000 (2) 23,012,500 (3) 11,046,000	Source: Interviews with Japanese firms Nearest port: Port of Tanjung Priok Expenses (surcharge) included, local charges not included (1) Export to Japan: Nearest port (Port of Tanjung Priok) → Port of Yokohama (2) Export to third country: Nearest port (Port of Tanjung Priok) → Third-country destination port (Port of Los Angeles) (3) Import from Japan: Port of Yokohama → Nearest port (Port of Tanjung Priok)
	27. Regular gasoline price (1 liter)	0.5	4,500	Source: PT Pertamina Subsidized gasoline
	28.Diesel oil price (1liter)	0.5	4,500	Source: Same as above Subsidized diesel
Exchange	29.Exchange rate	US\$1=9,205 ruphia		
Taxation	30.Corporate income tax rate	25%		Source: Data from consulting firms
	31.Personal income tax rate (highest rate, %)	30%		Source: Same as above Progressive taxation of 5 – 30% (four levels)
	32.Value-added tax (VAT) (standard rate, %)	10%		Source: Same as above
	33.Tax on interest remitted to Japan (highest rate, %)	10%		Article 11 of tax treaty between Japan and Indonesia
	34.Tax on dividends remitted to Japan (highest rate, %)	That with 25% or more investment rate: 10% That with less than 25% investment rate: 15%		Article 10 of tax treaty between Japan and Indonesia
	35.Tax on royalties remitted to Japan (highest rate, %)	10%		Article 12 of tax treaty between Japan and Indonesia
Overall	36.Remarks	—		
	37.Survey period	Jan. 2010		
Wages	38. Non-manufacturing (fulltime general workers)	298.8(monthly)	2,892,735.3(monthly)	Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2009 Survey) (conducted in Sep-Oct 2009, used average exchange rates in September 2009) Regular employment Base salary : 34 firms average Staff with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$5,215.2 (50,489,000.0 ruphia) (32 firms average)
	39.Non-manufacturing (fulltime section and department chief level)	973.7(monthly)	9,426,794.1(monthly)	Source: Same as above Regular employment Base salary : 34 firms average Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$16,176.1 (156,600,375.0 ruphia) (32 firms average)
Land price, office rents, etc.	40.Store/showroom rent in the city center (monthly) (per sq.m)	60.8~71.7	560,000~660,000	Facility: Grand Indonesia Maintenance fee included, tax not included

Batam (Indonesia)				
US\$1 = Singapore\$1.39 = 9,205 ruphia (Interbank rate as of Jan. 15, 2010)				
		US\$	Ruphia	Remarks
Wages	1. Workers (fulltime general workers) Base salary (monthly)	162.0(monthly)	1,568,666.7(monthly)	Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2009 Survey) (conducted in Sep-Oct 2009, used average exchange rates in September 2009) Regular employment Base salary : 3 firms average Workers with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$3,163.7 (30,628,000.0 ruphia) (3 firms average)
	2. Engineers (fulltime mid-level engineers) Base salary (monthly)	375.8(monthly)	3,638,333.3(monthly)	Source: Same as above Regular employment Base salary : 3 firms average 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\$6,325.4 (61,236,666.7 ruphia) (3 firms average)
	3. Managers (fulltime section and department chief level) Base salary (monthly)	632.2 (monthly)	6,120,000.0 (monthly)	Source: Same as above Regular employment Base salary : 2 firms average 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\$9,325.5 (90,280,000.0 ruphia) (2 firms average)
	4. shop staff (Apparel)	128.2	1,180,083	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
	5. shop staff (Food)	116.1	1,068,255	Source: Statistics Indonesia Figures for restaurant/dining sector in Riau Islands Amount received by employee (salary, allowances, etc.; overtime, bonus not included) Income tax, insurance cost not included
	6. Legal minimum wage	120.6/month	1,110,000/month	Revised: Jan. 1, 2010 City of Batam Subject to change due to labor-management dispute now under arbitration
	7. Bonus payments (fixed bonus + variable bonus)	1.4 month worth of base salary		Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2009 Survey) (conducted in Sep-Oct 2009)
	8. 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)
	9. Nominal wage increase rate	2007: 5.5% 2008: 11.6% 2009: 8.3%		Source: Application of rate of increase in legal minimum wage (no other information sources)

Batam (Indonesia)				
US\$1 = Singapore\$1.39 = 9,205 ruphia (Interbank rate as of Jan. 15, 2010)				
		US\$	Ruphia	Remarks
Land price, office rents, etc.	10. Industrial estate (land) purchase rate	a. 43.2~57.6 b. 68.3	a. 60~80 singapore dollar b. 95 singapore dollar	Source: Interview with management firms a. Latrade Industrial Estate b. Panbil Industrial Estate Tax not included
	11. Industrial estate rent (monthly) (per sq.m)	a. 3.2~3.6 b. 2.9~3.6	a. 4.5~5 singapore dollar b. 4~5 singapore dollar	Source: Interview with management firms a. Latrade Industrial Estate Maintenance fee (\$0.10) not included, tax not included b. Panbil Industrial Estate Maintenance fee (\$0.30) not included, tax not included
	12. Office rent (monthly) (per sq.m)	7.2~10.8	10~15 singapore dollar	Source: Same as above Batamindo Industrial Park Maintenance fee (\$2.00) not included, tax not included
	13. Housing rent for foreigners (monthly)	a. 2,733.8 b. 539.6	a. 3,800 singapore dollar b. 750 singapore dollar	Source: Same as above a. Batamindo Executive Village Apartment, 115 - 138.5 sq. m Maintenance fee included, tax not included b. Villa Pambil Apartments Apartment, 136 sq. m Maintenance fee included, tax not included
Telecommunication expenses	14. Telephone installation fee	Business use: 75.7 General use: 57.2	Business use: 697,000 General use: 526,500	Source: Interview with Telecom Batam Industrial use: 450,000 rupiah for installation fee + 10% VAT General use: 295,000 rupiah for installation fee + 10% VAT Separate cable installation fee of 115,000 rupiah + telephone charge of 75,000 rupiah + stamp tax of 12,000 required for both industrial and general use
	15. Telephone charge	Business use: basic monthly charge: 6.3 Call charge per min.: 0.01 General use: basic monthly charge: 3.5 Call charge per min.: 0.01	Business use: basic monthly charge: 57,600 Call charge per min.: 125 General use: basic monthly charge: 32,600 Call charge per min.: 125	Source: Telecom Base charge: 10% VAT not included Toll per minute: charge for call up to 20 km 9:00 am - 3:00 pm (toll per 2 min. converted to toll per min.)
	16. International call charge (for 3 min. to Japan)	1.8	16,650	Source: Same as above 555 rupiah/6 min.
	17. Mobile phone subscription fee	Nil		Source: Telecom Cell
	18. Mobile phone basic charge	Basic monthly charge: 3.0 Call charge per min.: 0.07~0.08	Basic monthly charge: 27,500 Call charge per min.: 645~750	Source: Telecom Cell Base charge: includes 10% VAT Air time: 215 rupiah/20 sec. between Telecom Cell users, converted to toll per min.; 250 rupiah/20 sec. to other operators
	19. Internet connection fee (Broadband)	70.1	645,000	Source: Interview with Telecom Batam 1 MB, fixed monthly charge, tax not included Separate installation and modem charge of 325,000 rupiah required
Electricity Rate	20. Electricity rate for business use (per kWh)	Basic monthly charge: 3.7 Rate per kWh: 0.1	Basic monthly charge: 34,331 Rate per kWh: 985	Source: PLN (charges based on current regulations) Tax not included 200 kVA - 2,000 kVA Monthly use up to 350 hours
	21. Electricity rate for general use (per kWh)	Basic monthly charge: 2.9 Rate per kWh: 0.1	Basic monthly charge: 26,271 Rate per kWh: 601	Source: PLN (charges based on current regulations) Tax not included Up to 2,200 VA Over 60 kWh

Batam (Indonesia)				
US\$1 = Singapore\$1.39 = 9,205 ruphia (Interbank rate as of Jan. 15, 2010)				
		US\$	Ruphia	Remarks
Water rate	22. Water rate for business use (per cu.m)	Basic monthly charge: Nil Rate per cu.m: 1.1	Basic monthly charge: Nil Rate per cu.m: 10,000	Source: Interview with a water company in Batam (charges based on directive from director of Batam Industrial Development Authority) Large-scale industrial group, more than 40 cu. M
	23. Water rate for general use (per cu.m)	Basic monthly charge: Nil Rate per cu.m: 0.9	Basic monthly charge: Nil Rate per cu.m: 8,500	Source: Interview with a water company in Batam (charges based on directive from director of Batam Industrial Development Authority) Charge calculation method: household group B, more than 40 cu. m
Gas rate	24. Gas rate for business use	Basic monthly charge: Nil 5.5/MMBTU	Basic monthly charge: Nil 50,535.5/MMBTU	Source: Perusahaan Gas Negara Natural gas
	25. Gas rate for general use	Basic monthly charge: Nil 6.5/MMBTU	Basic monthly charge: Nil 1mmbtu当たり料金: 59,745.5	Same as above
Transportation	26. Container transport (40-feet container)	(1) 1,500 (2) 3,000 (3) 1,700	(1) 2,085 singapore dollar (2) 4,170 singapore dollar (3) 2,363 singapore dollar	Source: Interviews with Japanese firms Nearest port: Port of Batam Route via Indonesia, Expenses (surcharge) included, local charges not included (1) Export to Japan: Nearest port (Port of Batam) → Port of Yokohama (2) Export to third country: Nearest port (Port of Batam) → Third-country destination port (Port of Los Angeles) (3) Import from Japan: Port of Yokohama → Nearest port (Port of Batam)
	27. Regular gasoline price (1 liter)	0.5	4,500	Source: PT Pertamina Subsidized gasoline
	28. Diesel oil price (1 liter)	0.6	5,400	Source: Same as above Subsidized diesel (While legally the price is the same as that of gasoline at 4,500 rupiah, the actual sale price is 5,400 rupiah)
	29. Exchange rate	US\$1 = 1.39 singapore dollar = 9,205 ruphia		
Taxation	30. Corporate income tax rate	25%		Source: Data from consulting firms
	31. Personal income tax rate (highest rate, %)	30%		Source: Same as above Progressive taxation of 5 – 30% (four levels)
	32. Value-added tax (VAT) (standard rate, %)	10%		Source: Same as above
	33. Tax on interest remitted to Japan (highest rate %)	10%		Article 11 of tax treaty between Japan and Indonesia
	34. Tax on dividends remitted to Japan (highest rate %)	That with 25% or more investment rate: 10% That with less than 25% investment rate: 15%		Article 10 of tax treaty between Japan and Indonesia
	35. Tax on royalties remitted to Japan (highest rate %)	10%		Article 12 of tax treaty between Japan and Indonesia
Overall	36. Remarks	Nil		
	37. Survey period	Jan. 2010		
Wages	38. Non-manufacturing (fulltime general workers)	n.a	n.a	
	39. Non-manufacturing (fulltime section and department chief level)	n.a	n.a	
Land price, office	40. Store/showroom rent in the city center (monthly) (per sq.m)	26.6 ~ 33.8	37 ~ 47 singapore dollar	Facility: Interview with Panbil Mall Maintenance fee (S\$7) included

Manila (Philippines)				
US\$1=45.745pesos (Interbank rate as of Jan. 15, 2010)				
		US\$	Peso	Remarks
Wages	1. Workers (fulltime general workers) Base salary (monthly)	295.8(monthly)	14,239.1(monthly)	<p>Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2009 Survey) (conducted in Sep-Oct 2009, used average exchange rates in September 2009) Regular employment Workers with about 3 years work experience</p> <p>[Manila] Base salary : 23 firms average Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$4,603.1 (221,589.1 pesos, 22 firms average)</p> <p>[Calabarzon] Base salary : US\$209.4 (10,081.5pesos, 29firms average) Total annual burden : US\$3,694.8 (177,866.4 pesos, 25 firms average)</p> <p>[Subic, Clark] Base salary : 182.5 (8,785.3pesos, 4 firms average) Total annual burden : US\$2,993.4 (144,099.3 pesos, 4 firms average)</p>
	2. Engineers (fulltime mid-level engineers) Base salary (monthly)	392.4(monthly)	18,890.2(monthly)	<p>Source: Same as above Regular employment</p> <p>Engineers of vocational college or university graduate level or above with about 5 years work experience</p> <p>[Manila] Base salary : 21 firms average Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$6,533.2 (314,504.2 pesos) (20firms average)</p> <p>[Calabarzon] Base salary : US\$343.6 (16,538.3pesos, 25 firms average) Total annual burden : US\$5,836.6 (280,969.0 pesos, 22 firms average)</p> <p>[Subic, Clark] Base salary : US\$309.8 (14,912.0pesos, 4 firms average) Total annual burden : US\$5,150.5 (247,944.0 pesos, 4 firms average)</p>
	3. Managers (fulltime section and department chief level) Base salary (monthly)	1,013.4(monthly)	48,785.7(monthly)	<p>Source: Same as above Regular employment</p> <p>Managers of university graduate level or above with about 10 years work experience</p> <p>[Manila] Base salary : 22 firms average Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$17,967.1 (864,926.4 pesos) (20 firms average)</p> <p>[Calabarzon] Base salary : US\$858.4 (41,324.5pesos, 23 firms average) Total annual burden : US\$14,296.0 (688,199.0 pesos, 20 firms average)</p> <p>[Subic, Clark] Base salary : US\$786.5 (37,860.8 pesos, 4 firms average) Total annual burden : US\$12,620.2 (607,529.0 pesos, 4 firms average)</p>
	4.shop staff (Apparel)	199.01	9,104	<p>Source: Starting pay at SM Department Store (equal to minimum wage amount) Daily pay of 382 peso converted to monthly amount</p> <p>22 days/month Annual amount including bonus (13 months' pay): daily pay multiplied by 22 and then multiplied by 13 months (equals to 12 months pay + bonus) Monthly pay: annual amount/12 months</p>

Manila (Philippines)				
US\$1=45.745pesos (Interbank rate as of Jan. 15, 2010)				
		US\$	Peso	Remarks
	5.shop staff (Food)	199.01	9,104	Source: Starting pay at Jollibee fast-food restaurant (equal to minimum wage amount) Daily pay of 382 peso converted to monthly amount 22 days/month Annual amount including bonus (13 months' pay): daily pay multiplied by 22 and then multiplied by 13 months (equals to 12 months + bonus) Monthly pay: annual amount/12 months
	6. Legal minimum wage	6.51/day	298/day	Source: City of Santa Rosa, Laguna province Revised: June 1, 2008
	7.Bonus payments (fixed bonus + variable bonus)	1.8 month worth of base salary		Source: Same as 1.
	8.Social security burden ratio	Employer's burden rate: 9.65% Employee's burden rate: 5.75% Breakdown of the employer's burden rate Health insurance: 1.19% SSS: 7.27% Housing reserve fund: 1.19%		Source: Philippine Health Insurance Corporation Base pay (minimum wage multiplied by 22 days): 8,404 peso (\$183.71)/month Social Security System (SSS) Home Development and Mutual Fund
	9.Nominal wage increase rate	2007: 3.43% 2008: 5.52% 2009: 0%		Source: National Wages and Productivity Commission National Capital Region (non-agricultural)
Land price, office rents, etc.	10. Industrial estate (land) purchase rate	45.91 ~ 50.28	2,100 ~ 2,300	Source: Philippine Ecozones Association (PHILEA) Lima Technology Park Approx. 70 min. by car from National Capital Region Includes 12% VAT
	11.Industrial estate rent (monthly) (per sq.m)	1.53	70	Same as above
	12.Office rent (monthly) (per sq.m)	17.82	815	Source: Along Ayala Ave., Makati, National Capital Region Includes 12% VAT, maintenance fee, etc.
	13.Housing rent for foreigners (monthly)	1,311.62 ~ 1,858.13	60,000 ~ 85,000	Source: Salcedo, central Makati 2-bedroom condominium 108 - 141 sq. m Featuring swimming pool, parking, gymnasium Includes 12% VAT, parking fee, maintenance fee Minimum one-year lease, prepaid, 1 - 2 months' rent paid as security deposit
Telecomm unication expenses	14.Telephone installation fee	Residence: 21.86 Business: 32.79	Residence: 1,000 Business: 1,500	Source: Philippine Long Distance Telephone Company (PLDT) Includes tax, installation
	15.Telephone charge	Basic monthly charge: Residence: 16.20 Business: 33.48 Call charge per min.: City call: nil Long-distance call: 0.11 To mobile phone: 0.33	Basic monthly charge: Residence: 740.96 Business: 1,531.42 Call charge per min.: City call: nil Long-distance call: 5.10 To mobile phone: 15.00	Source: Same as above Includes 12% VAT
	16.International call charge (for 3 min. to Japan)	1.2	54.89	Same as above
	17. Mobile phone subscription fee	Nil	Nil	Source: Globe Telecom
	18.Mobile phone basic charge	Basic monthly charge: 26.23 Call charge per min.: 0.11 ~ 0.14	Basic monthly charge: 1,200 Call charge per min.: 5.00 ~ 6.50	Source: Same as above Includes 12% VAT Includes 210 minutes free air time per month
	19.Internet connection fee (Broadband)	Initial contract fee: Nil Basic monthly charge: 355.01	Initial contract fee: Nil Basic monthly charge: 16,240	Source: PLDT DSL, 5.0 Mbps (downstream)/384 kbps (upstream) Minimum one-year contract Includes 12% VAT
Electricity Rate	20. Electricity rate for business use (per kWh)	Basic monthly charge: 66.24+10.57/kw Rate per kWh: 0.095	Basic monthly charge: 3,030+483.59/kW Rate per kWh: 4.3518	Source: Manila Electric Company (Meralco) For companies located in special economic zones (VAT not assessed) Includes expenses
	21.Electricity rate for general use (per kWh)	Basic monthly charge: 0.53 ~ 2.73 Rate per kWh: 0.03 ~ 0.34	Basic monthly charge: 7.28 Rate per kWh: 8.3794	Source: Same as above Monthly usage 201 - 300 kWh Includes VAT

Manila (Philippines)				
US\$1=45.745pesos (Interbank rate as of Jan. 15, 2010)				
		US\$	Peso	Remarks
Water rate	22. Water rate for business use (per cu.m)	Basic monthly charge: 9.432 Rate per cu.m: : 1.31~2.00	Basic monthly charge: 431.50 Rate per cu.m: : 60.28~73.12	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
	23. Water rate for general use (per cu.m)	Basic monthly charge: 1.95 Rate per cu.m: : 0.26~0.90	Basic monthly charge: 89.15 Rate per cu.m: : 11.88~41.17	Source: Same as above Basic monthly charge includes VAT, 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 12% VAT, environmental charge, and sewage charge
Gas rate	24. Gas rate for business use	1.12/kg	51.45/kg	Source: Petron Includes 12% VAT and transportation charges LPG
	25. Gas rate for general use	1.26/kg	57.55/kg	Source: Same as above Includes 12% VAT LPG 633 peso (\$13.83) for 11 kg converted to 1 kg price
Transportation	26. Container transport (40-foot container)	(1) 825 (2) 3,100 (3) 700	(1) 37,740 (2) 141,809.50 (3) 32,021.50	Source: Nippon Express (Philippines) Nearest port: Port of Manila (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)
	27. Regular gasoline price (1 liter)	0.94	43.2	Source: Petron (National Capital Region) Includes 12% VAT and 4.35-peso (\$0.09) commodity tax/liter
	28. Diesel oil price (1 liter)	0.74	34.05	Source: Same as above Includes 12% VAT
Exchange	29. Exchange rate	US\$1 = 45.745 pesos		
Taxation	30. Corporate income tax rate	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
	31. Personal income tax rate (highest rate, %)	32% (highest rate)		Source: Same as above Progressive tax rates of 5 – 32%
	32. Value-added tax (VAT) (standard rate, %)	12% (VAT) (Standard rate)		Source: Same as above
	33. Tax on interest remitted to Japan (highest rate, %)	10% (highest rate)		Application in advance required Article 11 of tax treaty between Japan and the Philippines
	34. Tax on dividends remitted to Japan (highest rate, %)	15% (standard rate)		Application in advance required Article 10 of tax treaty between Japan and the Philippines
	35. Tax on royalties remitted to Japan (highest rate, %)	10% (highest rate)		Application in advance required Article 12 of tax treaty between Japan and the Philippines
Overall	36. Remarks	–		
	37. Survey period	Jan. 2010		

Manila (Philippines)				
US\$1=45.745pesos (Interbank rate as of Jan. 15, 2010)				
		US\$	Peso	Remarks
Wages	38. Non-manufacturing (fulltime general workers)	378.4(monthly)	18,215.5(monthly)	Source: Same as 1 Regular Employee Staff with about 3 years work experience. [Manila] Basic Salary: 30 firms average Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$6,181.7 (297,585.5 pesos) (27 firms average) [Calabarzon] Base salary : US\$277.0 (13,333.3 pesos 3 firms average) Total annual burden: US\$4,216.9 (203,000.0 pesos, 3 firms average) [Subic, Clark] Base salary : US\$207.7 (10,000.0 pesos, 1 firm) Total annual burden: US\$3,116.0 (150,000.0 pesos, 1 firm)
	39. Non-manufacturing (fulltime section and department chief level)	1,046.9(monthly)	50,395.1(monthly)	Source: Same as 1 Regular Employee Managers of university graduate level or above with about 10 years work experience [Manila] Base salary (monthly): 29 firms average Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$17,560.2 (845,336.6 pesos) (26 firms average) [Calabarzon] Base salary : US\$900.2 (43,333.3 pesos, 3 firms average) Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$12,602.3 (606,666.7 pesos, 3 firms average) [Subic, Clark] Base salary : US\$373.9 (18,000.0 pesos, 1 firm) Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$5,193.3 (250,000.0 pesos, 1 firm)
Land price, office rents, etc.	40. Store/showroom rent in the city center (monthly) (per sq.m)	13.12 ~ 34.98	600 ~ 1,600	Central Makati Shopping center (Glorietta, Greenbelt, etc.) Per sq. m

Cebu (Philippines)				
US\$1=45.745Pesos(Interbank rate as of Jan. 15, 2010)				
		US\$	Peso	Remarks
Wages	1. Workers (fulltime general workers) Base salary (monthly)	153.5(monthly)	7,391.6(monthly)	Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2009 Survey) (conducted in Sep-Oct 2009, used average exchange rates in September 2009) Regular employment Base salary : 17 firms average workers with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$2,470.0 (118,905.8pesos) (16 firms average)
	2. Engineers (fulltime mid-level engineers) Base salary (monthly)	274.5(monthly)	13,213.3(monthly)	Source: Same as above used average exchange rates in September 2009) Regular employment Base salary: 15 firms average 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\$4,005.0 (192,800.0pesos) (15 firms average]
	3. Managers (fulltime section and department chief level) Base salary (monthly)	625.4(monthly)	30,108.0(monthly)	Source: Same as above used average exchange rates in September 2009) Regular employment Base salary: 15 firms average 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\$8,694.2 (418,532.0pesos) (14 firms average]
	4.shop staff(Apparel)	139.12	6,364	Source: Starting pay at Gaisano Mall (equal to minimum wage amount) Daily pay of 267 peso converted to monthly amount 22 days/month Annual amount including bonus (13 months' pay): daily pay multiplied by 22 and then multiplied by 13 months (equals to 12 months + bonus) Monthly pay: annual amount/12 months
	5.shop staff(Food)	139.12	6,364	Source: Starting pay at Jollibee fast-food restaurant (equal to minimum wage amount) Daily pay of 267 peso converted to monthly amount 22 days/month Annual amount including bonus (13 months' pay): daily pay multiplied by 22 and then multiplied by 13 months (equals to 12 months + bonus) Monthly pay: annual amount/12 months
	6. Legal minimum wage	5.84/day	267.00/day	Revised: June 16, 2008 City of Cebu
	7.Bonus payments (fixed bonus + variable bonus)	1.5month base salary		Source: Survey on Japanese Companies' Activities in Asia in 2009 -China, Hong Kong, Taiwan, Korea- (conducted in Sep- Oct 2009, used average exchange rates in September 2009)
	8.Social security burden ratio	Employer's burden rate: 11.18% Employee's burden rate: 6.17% Breakdown of the employer's burden rate: Health insurance;1.06% SSS; 8.41% Housing reserve fund;1.70%		Source: Philippine Health Insurance Corporation Base pay: 5874 (267 multiplied by 22) 7 (\$128.40)/month Home Development and Mutual Fund (HDMF)
	9.Nominal wage increase rate	2007: 3.73% 2008: 6.80% 2009: 0%		Source: National Wages and Productivity Commission City of Cebu (non-agricultural)

Cebu (Philippines)				
US\$1=45.745Pesos(Interbank rate as of Jan. 15, 2010)				
		US\$	Peso	Remarks
Land price, office rents, etc.	10. Industrial estate (land) purchase rate	65.58~76.51	3,000~3,500	Source: Philippine Ecozones Association (PHILEA) Cebu Light Industrial Park Includes 12% VAT Separate maintenance fee: 1.3 peso (\$0.03)/sq. m/month
	11.Industrial estate rent (monthly) (per sq.m)	3.20~3.48	146.38~159.16	Same as above
	12.Office rent (monthly) (per sq.m)	11.25	514.44	Source: CB Richard Ellis Cebu Business Park Includes 12% VAT and maintenance fee Separate parking charge etc. required
	13.Housing rent for foreigners (monthly)	1,311.62	60,000	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 (\$131.16)/month Minimum one-year lease, prepaid, two months' rent paid as security deposit
Telecommunication expenses	14.Telephone installation fee	Residence:21.86 Business:32.79	Residence:1,000 Business:1,500	Source: Philippine Long Distance Telephone Company (PLDT) Includes tax, installation
	15.Telephone charge	basic monthly charge: Residence:16.20 Business:33.48	basic monthly charge: Residence:740.96 Business:1,531.42	Source: Same as above Includes 12% VAT
	16.International call charge (for 3 min. to Japan)	1.2	54.89	Same as above
	17. Mobile phone subscription fee	Nil	Nil	Source: Globe Telecom
	18.Mobile phone basic charge	basic monthly charge:26.23 Call charge per min:0.11~0.14	basic monthly charge:1,200 Call charge per min:5.00~6.50	Source: Same as above Includes 12% VAT Includes 210 minutes free air time per month
	19.Internet connection fee (Broadband)	Initial contract fee: Nil Basic monthly charge:355.01	Initial contract fee: Nil Basic monthly charge:16,240	Source: PLDT DSL, 5.0 Mbps (downstream)/384 kbps (upstream) Minimum one-year contract Includes 12% VAT
Electricity Rate	20. Electricity rate for business use (per kWh)	Basic monthly charge: 0.11 Rate per kWh:0.17	Basic monthly charge:5.00 Rate per kWh:7.82	Source: Visayan Electric Company For companies located in special economic zones (VAT not assessed) Includes expenses
	21.Electricity rate for general use (per kWh)	Basic monthly charge:0.11 Rate per kWh:0.03~0.34	Basic monthly charge:5.00 Rate per kWh:7.97	Source: Same as above Includes VAT
Water rate	22.Water rate for business use (per cu.m)	Basic monthly charge:2.97 Rate per kWh:0.33~1.05	Basic monthly charge:136.00 Rate per kWh:15.00~48.40	Source: Metropolitan Cebu Water District Charges for more than 10 cu m vary by usage
	23.Water rate for general use (per cu.m)	Same as above	Same as above	Same as above
Gas rate	24.Gas rate for business use (per cu.m)	1.20/kg	55.11/kg	Source: Petron Includes 12% VAT and transportation charges Type of gas: LPG
	25. Gas rate for general use (per cu.m)	1.40/kg	64.14/kg	Source: Same as above Includes 12% VAT LPG (705.50 peso (\$15.42)/11 kg)
Transportation	26.Container transport (40-feet container)	(1)1,350 (2)2,500 (3)1,450	(1)61,755 (2)114,363 (3)66,330	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)

Cebu (Philippines)				
US\$1=45.745Pesos(Interbank rate as of Jan. 15, 2010)				
		US\$	Peso	Remarks
	27. Regular gasoline price (1 liter)	1.04	47.56	Source: Petron (Cebu) Includes 12% VAT and 4.35-peso (\$0.09) commodity tax/liter
	28.Diesel oil price (1liter)	0.79	36.06	Source: Same as above Includes 12% VAT
Exchange	29..Exchange rate (1 US dollar)	US\$1 = 45.745Pesos		
Taxation	30.Corporate income tax rate	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
	31.Personal income tax rate (highest rate, %)	32% (highest rate)		Source: Same as above Progressive tax rates of 5 – 32%
	32.Value-added tax (VAT) (standard rate, %)	12% (VAT) (standard rate)		Source: Same as above
	33.Tax on interest remitted to Japan (highest rate, %)	10% (highest rate)		Application in advance required Article 11 of tax treaty between Japan and the Philippines
	34.Tax on dividends remitted to Japan (highest rate, %)	15% (highest rate)		Application in advance required Article 10 of tax treaty between Japan and the Philippines
	35.Tax on royalties remitted to Japan (highest rate, %)	10% (highest rate)		Application in advance required Article 12 of tax treaty between Japan and the Philippines
Overall	36.Remarks	–		
	37.Period of the survey	January 1, 2010		
Wages	38. Non-manufacturing (fulltime general workers)	368.2(monthly)	17,723.3(monthly)	Source: Survey on Japanese Companies' Activities in Asia in 2009 –China, Hong Kong, Taiwan, Korea– (conducted in Sep– Oct 2009, used average exchange rates in September 2009) Regular employment workers with about 3 years work experience Base salary:3 firms average Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$4,653.2 (224,000.0pesos) (3firms average)
	39.Non-manufacturing (fulltime section and department chief level)	1,211.8(monthly)	58,333.3(monthly)	Source: Same as above used average exchange rates in September 2009) Regular employment Managers of university graduate level or above with about 10 years work experience Base salary:3 firms average Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$13,883.3 (668,333.3pesos) (3firms average)
Land price, office rents, etc.	40.Store/showroom rent in the city center (monthly) (per sq.m)	19.67	900	Shopping center in central Cebu (such as Ayala Center in Cebu) Average per cu. m

Hanoi (Vietnam)				
1US dollar=17,941 dong (Interbank rate as of Jan. 15, 2010)				
		US\$	Dong	Remarks
Wages	1. Workers (fulltime general workers) Base salary (monthly)	104.0(monthly)	–	Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2009 Survey) (conducted in Sep–Oct 2009, used average exchange rates in September 2009) Regular employment Base salary : 45 firms average Workers with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$1,666.5dollar[42 firms average]
	2. Engineers (fulltime mid-level engineers) Base salary (monthly)	287.1(monthly)	–	Source: Same as above Regular employment Base salary : 40 firms average 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\$4,528.dollar[38 firms average]
	3. Managers (fulltime section and department chief level) Base salary (monthly)	822.3(monthly)	–	Source: Same as above Regular employment Base salary : 37firms average 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\$12,816.7ドル[35 firms average]
	4.shop staff(apparel)	n.a.		No official data available
	5.shop staff(飲食)	n.a.		No official data available
	6. Legal minimum wage	74.7/month	1,340,000/month	Basic law: Directive no. 98, Oct. 30, 2009 Revised: Jan. 1, 2010
	7.Bonus payments (fixed bonus + variable bonus)	1.5 months		Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2009 Survey) (conducted in Sep–Oct 2009, used average exchange rates in September 2009)
	8.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
	9.Nominal wage increase rate	n.a.		No official data available
Land price, office rents, etc.	10. Industrial estate (land) purchase rate	–	–	Not available for purchase
	11.Industrial estate rent (monthly) (per sq.m)	a.0.146~0.186 b.0.155~0.190		Source: Interviews with Dai An Industrial Park and Quebo Industrial Park a. Dai An Industrial Park: \$55 – 75/46 years + maintenance fee of \$0.10/year + infrastructure maintenance fee of \$0.30/year + 10% VAT b. Quebo Industrial Park: \$47 – 60/43 – 46 years + maintenance and infrastructure fee of \$0.40/year + original land maintenance fee of 4,900 dong/year + 10% VAT

Hanoi (Vietnam)				
1US dollar=17,941 dong (Interbank rate as of Jan. 15, 2010)				
		US\$	Dong	Remarks
	12.Office rent (monthly) (per sq.m)	a.27.5 b.56.5		Source: Interviews with DMC Tower and Pacific Place a. DMC Tower: \$25 + 10% VAT included b. Pacific Place: \$45 + 10% VAT, \$7/month maintenance fee included
	13.Housing rent for foreigners (monthly)	a.4,000 b.2,100~2,700		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
Telecomm unication expenses	14.Telephone installation fee	11.148~22.295	200,000~400,000	Source: Vietnam Posts and Telecommunications Group (VNPT) 10% VAT included Varies by area
	15.Telephone charge	Basic monthly charge:1.226 Call charge per min:0.012	Basic monthly charge:22,000 Call charge per min:220	Source: Same as above 10% VAT included
	16.International call charge (for 3 min. to Japan)	(1)0.6858 (2)0.6622	(1)12,304 (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
	17. Mobile phone subscription fee	5.518	99,000	Source: Mobifone 10% VAT included
	18.Mobile phone basic charge	basic monthly charge:2.731 Call charge per min.: a.0.055 b.0.060	basic monthly charge:49,000 Call charge per min.: a.979.82 b.1,080	Source: Same as above 10% VAT included a. Between Mobifone users: First 6 sec.: 98 dong; 16.33 dong/sec. thereafter b. Calls to other carriers: First 6 sec.: 108 dong; 18 dong/sec. thereafter
	19.Internet connection fee (Broadband)	Initial installation fee:147.149 basic monthly charge:183.936	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
Electricity Rate	20. Electricity rate for business use (per kWh)	Basic monthly charge: Nil Rate per kWh: (1)0.028 (2)0.052 (3)0.104	Basic monthly charge: Nil Rate per kWh: (1)500.5 (2)918.5 (3)1,859	Source: Electricity of Vietnam (EVN) Includes 10% VAT 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
	21.Electricity rate for general use (per kWh)	Basic monthly charge: Nil Rate per kWh: 0.037~0.110	Basic monthly charge: Nil Rate per kWh: 660~1,969	Source: Same as above Charge per kWh varies with volume used
Water rate	22.Water rate for business use (per cu.m)	Basic monthly charge: Nil Rate per cu.m: 0.390	Basic monthly charge: Nil Rate per cu.m: 7,000	Source: Hanoi Water Supply Company 5% VAT Includes 10% environmental protection charge
	23.Water rate for general use (per cu.m)	Basic monthly charge: Nil Rate per cu.m: 0.223~0.524	Basic monthly charge: Nil Rate per cu.m: 4,000~9,400	Source: Same as above 5% VAT Includes 10% environmental protection charge
Gas rate	24.Gas rate for business use (per cu.m)	Basic monthly charge: Nil Rate per kg: 1.32	Basic monthly charge: Nil Rate per kg: 23,737.5	Source: Based on interviews \$63.50/48 kg LPG canister
	25. Gas rate for general use (per cu.m)	basic monthly charge: Nil Rate per kg: 1.35	basic monthly charge: Nil Rate per kg: 24,291.67	Source: Based on interviews \$16.24/12 kg LPG canister

Hanoi (Vietnam)				
1US dollar=17,941 dong (Interbank rate as of Jan. 15, 2010)				
		US\$	Dong	Remarks
Transportation	26.Container transport (40-foot container)	(1)970 (2)3,370 (3)1,515		Source: Based on interviews Nearest port: Hai Phong Port Third-country destination port: Port of Los Angeles (1) Export to Japan: Nearest port (Hai Phong Port) → Port of Yokohama; B/L fee of 440,000 VND not included (2) Export to third country: Nearest port (Hai Phong Port) → Third-country destination port (Port of Los Angeles); B/L fee of 440,000 VND not included (3) Import from Japan: Port of Yokohama → Nearest port (Hai Phong Port); THC (37,000 JPY), Documentation Fee (2,000 JPY) not included
	27. Regular gasoline price (1 liter)	0.914	16,400	Source: Includes 10% VAT Includes traffic tax of 1,000 dong Price set by government Revised: Jan. 14, 2010
	28.Diesel oil price (1liter)	0.828	14,850	Source: Includes 10% VAT Includes traffic tax of 1,000 dong Price set by government Revised: Jan. 14, 2010
Exchange	29.Exchange rate (1 US dollar)	1 US dollar=17,941dong		
Taxation	30.Corporate income tax rate	25%		Law on Corporate Income Tax Preferential tax rates 10 – 20%
	31.Personal income tax rate (highest rate, %)	35%		Law on Personal Income Tax Seven levels: 5 – 35% Maximum tax rate applies to 800 million dong or above
	32.Value-added tax (VAT) (standard rate, %)	0%, 5%, 10%		Law on Value Added Tax Tax rates vary by product
	33.Tax on interest remitted to Japan (highest rate, %)	10%		Article 11 of tax treaty between Japan and Vietnam
	34.Tax on dividends remitted to Japan (highest rate, %)	0%		Law on Corporate Income Tax Abolished: Jan. 1, 2004
	35.Tax on royalties remitted to Japan (highest rate, %)	10%		Article 12 of tax treaty between Japan and Vietnam
Overall	36.Remarks	No		
	37.Period of the survey	January, 2010		
Wages	38. Non-manufacturing (fulltime general workers)	347.5	–	Source: Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2009 Survey) (conducted in Sep-Oct 2009, used average exchange rates in September 2009) Regular employment Base salary: 17firms average Staff with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US 5,528.5dollar (15firms average)
	39.Non-manufacturing (fulltime section and department chief level)	750.9	–	Source: Same as above (conducted in Sep-Oct 2009, used average exchange rates in September 2009) Regular employment Base salary: 15firms average 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 12,053.4dollar (14firms average)
Land price, office rents, etc.	40.Store/showroom rent in the city center (monthly) (per sq.m)	1F Show Room: 90~110 2F Show Room: 65~85		Commercial building in central Hanoi VAT not included Maintenance fee, common-area charges included

Da Nang (Vietnam)				
1US\$=17,941 dong (Interbank rate as of Jan. 15, 2010)				
		US\$	Dong	Remarks
Wages	1. Workers (fulltime general workers) Base salary (monthly)	85.6(monthly)	–	Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2009 Survey) (conducted in Sep–Oct 2009, used average exchange rates in September 2009) Regular employment Base salary : 3 firms average Workers with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$1,471.9 [2 firms average]
	2. Engineers (fulltime mid-level engineers) Base salary (monthly)	179.6(monthly)	–	Source: Same as above Regular employment Base salary : 2 firms average 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\$2,060.6 [1 firms]
	3. Managers (fulltime section and department chief level) Base salary (monthly)	220.8(monthly)	–	Source: Same as above Regular employment Base salary : 2 firms average 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\$3,091.0 [2 firms average]
	4.shop staff(apparel)	n.a.	–	No official data available
	5.shop staff(drinking and eating)	n.a.	–	No official data available
	6. Legal minimum wage	66.3/month	1,190,000/month	Source: Directive no. 98, Oct. 30, 2009 Revised: Jan. 1, 2010
	7.Bonus payments (fixed bonus + variable bonus)	1.5months		Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2009 Survey) (conducted in Sep–Oct 2009, used average exchange rates in September 2009)
	8.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
	9.Nominal wage increase rate	n.a.		No official data available
Land price, office rents, etc.	10. Industrial estate (land) purchase rate	–	–	Land not available for purchase
	11.Industrial estate rent (monthly) (per sq.m)	0.082	–	Source: Da Nang Export Processing and Industrial Zones Authority (DIEPZA) Hoa Khanh Industrial Park, approx. 10 km from Da Nang International Airport \$13.5/sq. m/30 years + \$0.20/year maintenance fee; wastewater processing charge of \$0.33/year, VAT (10%) included
	12.Office rent (monthly) (per sq.m)	15	–	Source: Interview with HAGL HAGL, central Da Nang approx. 1 km from international airport 1 Nguyen Van Linh, Hai Chau District 10% VAT not included, maintenance fee included

Da Nang (Vietnam)				
1US\$=17,941 dong (Interbank rate as of Jan. 15, 2010)				
		US\$	Dong	Remarks
	13.Housing rent for foreigners (monthly)	(1)1,200 (2)836.07	(1) in US dollar (2) 1,500,000	(1) Apartments in city center Source: Indo-China Riverside Towers 100 – 108 sq. m Maintenance fee, management fee, 10% VAT included Features swimming pool, gymnasium Furniture varies by unit Initial contract of six months minimum (2) Serviced apartment inside hotel Source: Da Nang Riverside Hotel Approx. 10 min. from Da Nang International Airport 60 – 70 sq. m Includes maintenance fee and VAT Wi-Fi, parking, breakfast included
Telecommunication expenses	14.Telephone installation fee	11.148~22.295	200,000~400,000	Source: Vietnam Posts and Telecommunications Group (VNPT) 10% VAT included Varies by area
	15.Telephone charge	Basic monthly charge: 1.226 Call charge per min.:0.012	Basic monthly charge: 22,000 Call charge per min.:220	Source: Same as above Includes 10% VAT
	16.International call charge (for 3 min. to Japan)	(1)0.6858 (2)0.6622	(1) 12,304 (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
	17. Mobile phone subscription fee	5.518	99,000	Source: Mobifone 10% VAT included
	18.Mobile phone basic charge	Basic monthly charge: 2.731 Call charge per min.: a.0.055 b.0.060	Basic monthly charge: 49,000 Call charge per min.: a.979.82 b.1,080	Source: Same as above 10% VAT included a. Between Mobifone users: First 6 sec.: 98 dong; 16.33 dong/sec. thereafter b. Calls to other carriers: First 6 sec.: 108 dong; 18 dong/sec. thereafter
	19.Internet connection fee (Broadband)	Initial installation fee:147.149 basic monthly charge: 183.936	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
Electricity Rate	20. Electricity rate for business use (per kWh)	Basic monthly charge: Nil Rate per kWh: (1) 0.028 (2) 0.052 (3) 0.104	Basic monthly charge: Nil Rate per kWh: (1) 500.5 (2) 918.5 (3) 1,859	Source: Electricity of Vietnam (EVN) Includes 10% VAT 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
	21.Electricity rate for general use (per kWh)	basic monthly charge: Nil Rate per kWh:0.037~0.110	basic monthly charge: Nil Rate per kWh:660~1,969	Source: Same as above Charge per kWh varies with volume used
Water rate	22.Water rate for business use (per cu.m)	Basic monthly charge: Nil Rate per cu.m.: (1) 0.259 (2) 0.355	Basic monthly charge: Nil Rate per cu.m.: (1) 4,640 (2) 6,354	Source: Da Nang Water Supply Company (1) Industrial park: \$4,640/cu. m, includes 5% VAT (2) Service, resort industries: \$6,354/cu. m, includes 5% VAT
	23.Water rate for general use (per cu.m)	Basic monthly charge: Nil Rate per cu.m.:0.157	Basic monthly charge: Nil Rate per cu.m.:2.811	Source: Da Nang Water Supply Company Includes 5% VAT
Gas rate	24.Gas rate for business use (per cu.m)	Basic monthly charge: Nil Rate per kg:1.359	Basic monthly charge: Nil Rate per kg:24,375	Source: Petrolimex 1,170,000 dong/48 kg, VAT included
	25. Gas rate for general use (per cu.m)	Basic monthly charge: Nil Rate per kg:1.421	Basic monthly charge: Nil Rate per kg:25,500	Source: Petrolimex 306,000 dong/12 kg, VAT included

Da Nang (Vietnam)				
1US\$=17,941 dong (Interbank rate as of Jan. 15, 2010)				
		US\$	Dong	Remarks
Transportation	26.Container transport (40-foot container)	(1) 1,570 (2) 4,450 (3) 1,815	-	Source: Based on interviews Nearest port: Da Nang Port Third-country destination port: Port of Los Angeles (1) Export to Japan: Da Nang Port → Port of Yokohama (2) Export to third country: Da Nang Port → Third-country destination port (Port of Los Angeles) (3) Import from Japan: Port of Yokohama → Da Nang Port (1) - (3): includes transport charges only
	27. Regular gasoline price (1 liter)	Same as Hanoi		Same as Hanoi
	28.Diesel oil price (1liter)	Same as Hanoi		Same as Hanoi
Exchange	29.Exchange rate (1 US dollar)	1US\$=17,941 dong		
Taxation	30.Corporate income tax rate	Same as Hanoi		Same as Hanoi
	31.Personal income tax rate (highest rate, %)	Same as Hanoi		Same as Hanoi
	32.Value-added tax (VAT) (standard rate, %)	Same as Hanoi		Same as Hanoi
	33.Tax on interest remitted to Japan (highest rate, %)	Same as Hanoi		Same as Hanoi
	34.Tax on dividends remitted to Japan (highest rate, %)	Same as Hanoi		Same as Hanoi
	35.Tax on royalties remitted to Japan (highest rate, %)	Same as Hanoi		Same as Hanoi
Overall	36.Remarks	No		
	37.Period of the survey	January, 2010		
Wages	38. Non-manufacturing (fulltime general workers)	n.a.	n.a.	n.a.
	39.Non-manufacturing (fulltime section and department chief level)	n.a.	n.a.	n.a.
Land price, office rents, etc.	40.Store/showroom rent in the city center (monthly) (per sq.m)	34.9~45.0	-	Source: Indo-China Riverside Towers Indo-China Riverside Towers, Bach Dang St., central Da Nang Air-conditioning, electricity, 10% VAT not included; maintenance fee included Varies by location

Ho Chi Minh (Vietnam)				
1US\$=17,941dong (Interbank rate as of Jan. 15, 2010)				
		US\$	Dong	Remarks
Wages	1. Workers (fulltime general workers) Base salary (monthly)	99.7(monthly)	-	Source : Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2009 Survey) (conducted in Sep-Oct 2009, used average exchange rates in September 2009) Regular employment Base salary : 36 firms average Workers with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$2,212.3 [35 firms average]
	2. Engineers (fulltime mid-level engineers) Base salary (monthly)	293.3(monthly)	-	Source : Same as above Regular employment Base salary : 34 firms average 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\$4,586.4 [33 firms average]
	3. Managers (fulltime section and department chief level) Base salary (monthly)	669.3(monthly)	-	Source : Same as above Regular employment Base salary : 32 firms average 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\$10,556.4 [31 firms average]
	4. shop staff (apparel)	n.a.		No official data available
	5. shop staff (drinking and eating)	n.a.		No official data available
	6. Legal minimum wage	74.7/month	1,340,000/month	Basic law: Directive no. 98, Oct. 30, 2009 Revised: Jan. 1, 2010
	7. Bonus payments (fixed bonus + variable bonus)	1.4 months		Source : Source : Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2009 Survey) (conducted in Sep-Oct 2009, used average exchange rates in September 2009)
	8. 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
	9. Nominal wage increase rate	n.a.		No official data available
Land price, office rents, etc.	10. Industrial estate (land) purchase rate	-	-	Land not available for purchase

Ho Chi Minh (Vietnam)				
1US\$=17,941dong (Interbank rate as of Jan. 15, 2010)				
		US\$	Dong	Remarks
	11.Industrial estate rent (monthly) (per sq.m)	0.18	-	Source: Amata Industrial Park marketing division Amata Industrial Park 30 km from inside Ho Chi Minh City, 40 – 60 min. by car 10% VAT \$75/35 years + \$0.08/month maintenance fee Land use charge of \$0.10 – 0.30/year not included
	12.Office rent (monthly) (per sq.m)	57	-	Source: Sun Wah Tower management office Corner lot on Nguyen Hue Blvd., District 1, Ho Chi Minh City Maintenance fee of \$6/month not included Includes 10% VAT
	13.Housing rent for foreigners (monthly)	2,550	-	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, 96 sq. m Features swimming pool, parking, tennis court Includes 10% VAT
Telecomm unication expenses	14.Telephone installation fee	Same as Hanoi		Same as Hanoi
	15.Telephone charge	Same as Hanoi		Same as Hanoi
	16.International call charge (for 3 min. to Japan)	Same as Hanoi		Same as Hanoi
	17. Mobile phone subscription fee	Same as Hanoi		Same as Hanoi
	18.Mobile phone basic charge	Same as Hanoi		Same as Hanoi
	19.Internet connection fee (Broadband)	Same as Hanoi		Same as Hanoi
Electricity Rate	20. Electricity rate for business use (per kWh)	Same as Hanoi		Same as Hanoi
	21.Electricity rate for general use (per kWh)	Same as Hanoi		Same as Hanoi
Water rate	22.Water rate for business use (per cu.m)	basic monthly charge : Nil Rate per cu.m : manufacturing : 0.373 management, service : 0.669	basic monthly charge : Nil Rate per cu.m : manufacturing : 6,700 management, service : 12,000	Source: Interviews with Saigon Water Company (SAWACO)
	23.Water rate for general use (per cu.m)	basic monthly charge : Nil Rate per cu.m : 0.223~0.557	basic monthly charge : Nil Rate per cu.m : 4,000~10,000	Source: Same as above Charge per cu. m : 0 – 4 cu. m: 4,000 5 – 6 cu. m: 7,500 7 cu. m and up: 10,000
Gas rate	24.Gas rate for business use (per cu.m)	0.88dollar/kg	-	Source: Petrolimex Maximum price set Each agency sets a price within this range LPG, \$880/ton
	25. Gas rate for general use (per cu.m)	1.266/kg~1.282/kg	22,700/kg~23,000/kg	Source: Same as above Maximum price set Each agency sets a price within this range LPG gas canister

Ho Chi Minh (Vietnam)				
1US\$=17,941dong (Interbank rate as of Jan. 15, 2010)				
		US\$	Dong	Remarks
Transportation	26.Container transport (40-foot container)	(1) 750 (2) 2,190 (3) 850	-	Source: VINATRANS Nearest port: Saigon Port Third-country destination port: Port of Los Angeles (1) Export to Japan: Saigon Port → Port of Yokohama (2) Export to third country: Saigon Port → Third-country destination port (Port of Los Angeles) (3) Import from Japan: Port of Yokohama → Saigon Port (1) - (3): includes transport charges only
	27. Regular gasoline price (1 liter)	Same as Hanoi		Same as Hanoi
	28.Diesel oil price (1liter)	Same as Hanoi		Same as Hanoi
Exchange	29.exchange rate (US dollar)	1US\$=17,941dong		
Taxation	30.Corporate income tax rate	Same as Hanoi		Same as Hanoi
	31.Personal income tax rate (highest rate, %)	Same as Hanoi		Same as Hanoi
	32.Value-added tax (VAT) (standard rate, %)	Same as Hanoi		Same as Hanoi
	33.Tax on interest remitted to Japan (highest rate, %)	Same as Hanoi		Same as Hanoi
	34.Tax on dividends remitted to Japan (highest rate, %)	Same as Hanoi		Same as Hanoi
	35.Tax on royalties remitted to Japan (highest rate, %)	Same as Hanoi		Same as Hanoi
Overall	36.Remarks	No		
	Period of the survey	January, 2010.		
Wages	38. Non-manufacturing (fulltime general workers)	321.0(monthly)	-	Source: Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2009 Survey) (conducted in Sep-Oct 2009, used average exchange rates in September 2009) Regular employment Base salary : 32 firms average Staff with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$5,053.2 [30 firms average]
	39.Non-manufacturing (fulltime section and department chief level)	837.3(monthly)	-	Source: Same as above Regular employment Base salary : 23 firms average 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\$12,798.1 [22firms average]
Land price, office rents, etc.	40.Store/showroom rent in the city center (monthly) (per sq.m)	77	-	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

Yangon (Myanmar)				
US\$1=1,013 kyat (Interbank rate as of Jan. 15, 2010)				
		US\$	Kyat	Remarks
Wages	1. Workers (fulltime general workers) Base salary (monthly)	22.8(monthly)	-	Source : Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2009 Survey) (conducted in Sep-Oct 2009, used average exchange rates in September 2009) Regular employment Base salary : 6 firms average Staff with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$547.2[6 firms average]
	2. Engineers (fulltime mid-level engineers) Base salary (monthly)	57.7	-	Source: Same as above * Used average exchange rates in September Regular employment, Base salary Staff with about 3 years work experience of month: 6 firms average 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\$1,045.7[6 firms average]
	3. Managers (fulltime section and department chief level) Base salary (monthly)	118.4	-	Source: Same as above Used average exchange rates in September Regular employment, Base salary Managers of university graduate level or above with about 10 years work experience Base salary : 6 firms average 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\$2,462.6[6 firms average]
	4. shop staff (Apparel)	n.a.	-	
	5. shop staff (Food)	n.a.	-	
	6. Legal minimum wage	-	-	Although a minimum-wage law is in place, no amount is specified
	7. Bonus payments (fixed bonus + variable bonus)	1.5 month base salary		Source: Survey on Japanese Companies' Activities in Asia in 2009 -China, Hong Kong, Taiwan, Korea- (conducted in Sep- Oct 2009, used average exchange rates in September 2009)
	8. Social security burden ratio	Employer's burden rate: Payment in dollars: 1.6 - 3.3% Payment in kyat: 2.5% Breakdown of the employee's burden rate: Payment in dollars: 1.0 - 2.0% Payment in kyat: 1.5%		Source: Social Security Board
	9. Nominal wage increase rate	-		No official data available
	10. Industrial estate (land) purchase rate	-	-	Foreigners and foreign companies not permitted to purchase land
Land price, office rents, etc.	11. Industrial estate rent (monthly) (per sq.m)	(1) 0.255 (2) 0.15	Priced at US\$	Source: Interviews with each industrial park (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
	12. Office rent (monthly) (per sq.m)	15	Priced at US\$	Source: Interview with Sakura Tower Sakura Tower (city center) Tax included Utilities, expenses not included

Yangon (Myanmar)				
US\$1=1,013 kyat (Interbank rate as of Jan. 15, 2010)				
		US\$	Kyat	Remarks
	13.Housing rent for foreigners (monthly)	1,600~2,400	Priced at US\$	Source: Interview with Golden Hill Tower Golden Hill Tower (Bahan Township) Serviced apartment 112 sq. m, 2 bedroom with living room, dining room, and kitchen Features parking, swimming pool Tax, utilities included Internet charges and other expenses not included
Telecommunication expenses	14.Telephone installation fee	1,500	Priced at US\$	Source: Ministry of Communications, Posts and Telegraphs (MPT)
	15.Telephone charge	basic monthly charge: 8 Call rate per min.:0.15	Priced at US\$	Source: Same as above Monthly amount based on annual amount of approx. \$96 (annual amount of 540 kyat converted to US dollars using official exchange rate of approx. 5.6 kyat/US dollar)
	16.International call charge (for 3 min. to Japan)	8.1	Priced at US\$	Source: Same as above
	17. Mobile phone subscription fee	1,500	Priced at US\$	Source: Same as above Due to lack of any actual inventory, telephone subscription rights not available for purchase from public utility
	18.Mobile phone basic charge	basic monthly charge: 50 Call charge per min.:0.3	Priced at US\$	Source: Same as above
	19.Internet connection fee (Broadband)	(1) Initial cost: 1,500 (2) Monthly fee: 60	Priced at US\$	Source: Same as above MPT ADSL, 512 GHz (1) includes \$100 modem charge, (2) requires separate \$60 annual membership fee
Electricity Rate	20. Electricity rate for business use (per kWh)	Basic monthly charge: Nil Rate per kWh: 0.08	Priced at US\$	Source: Ministry of Electric Power No. 2
	21.Electricity rate for general use (per kWh)	Basic monthly charge: Nil Rate per kWh: 0.08	Priced at US\$	Same as above
Water rate	22.Water rate for business use (per cu.m)	Basic monthly charge: Nil Rate per cu.m: 0.88	Priced at US\$	Source: Yangon City Development Committee (YCDC)
	23.Water rate for general use (per cu.m)	Basic monthly charge: Nil Rate per cu.m: 0.44	Priced at US\$	Same as above
Gas rate	24.Gas rate for business use (per cu.m)	Basic monthly charge: Nil Rate per kg: 1.00	Priced at US\$	Source: Myanmar Oil and Gas Enterprise LPG canister (50 kg): \$50 each In general, diesel or wood used as industrial fuel
	25. Gas rate for general use (per cu.m)	Basic monthly charge: Nil Rate per kg: 1.00	Priced at US\$	Source: Same as above LPG canister (50 kg): \$50 each
Transportation	26.Container transport (40-foot container)	(1) 1,500 (2) n.a. (3) 1,700	Priced at US\$	Source: Japan-affiliated shipping firm Nearest port: Port of Yangon (1) Export to Japan: Nearest port (Port of Yangon) → Port of Yokohama (2) Export to third country: Nearest port (Port of Yangon) → Third-country destination port (Port of Los Angeles) 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)
	27. Regular gasoline price (1 liter)	(1) 0.54 (2) 0.74	(1) 549 (2) 747	(1) Government-supplied price Source: Myanmar Oil and Gas Enterprise (2) Market price Source: private-sector research firm

Yangon (Myanmar)				
US\$1=1,013 kyat (Interbank rate as of Jan. 15, 2010)				
		US\$	Kyat	Remarks
	28.Diesel oil price (1liter)	(1) 0.65 (2) 0.65	(1) 659 (2) 659	(1) Government-supplied price Myanmar Oil and Gas Enterprise (2) Market price Source: private-sector research firm
Exchange	29.Exchange rate (1 US dollar)	US\$1=1,013 kyat		
Taxation	30.Corporate income tax rate	Overseas affiliated company (residents) : 30% A branch or the like (not residents) : 35% or a progressive tax rate (5~40%)		Source: Myanmar Ministry of Finance and Revenue When receiving subcontracting revenues in subcontracting industries such as sewing, 10% is taxable as corporate income tax
	31.Personal income tax rate (highest rate, %)	(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
	32.Value-added tax (VAT) (standard rate, %)	0~30%		Source: 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
	33.Tax on interest remitted to Japan (highest rate, %)	15%		Source: Same as above
	34.Tax on dividends remitted to Japan (highest rate, %)	-		Source: Same as above Approval of the Myanmar Investment Commission (MIC) required for remittance
	35.Tax on royalties remitted to Japan (highest rate, %)	20%		Source: Same as above
Overall	36.Remarks	-		
	37.Period of the survey	January 15, 2010		
Wages	38. Non-manufacturing (fulltime general workers)	114.7	-	Source: Survey on Japanese Companies' Activities in Asia in 2009 -China, Hong Kong, Taiwan, Korea- (conducted in Sep- Oct 2009, used average exchange rates in September 2009) Used average exchange rates in September Regular employment Base salary : 9 firms average Staff with about 3 years work experience Total annual burden per employee: US\$1,359.2 (9 firms average)
	39.Non-manufacturing (fulltime section and department chief level)	376.7	-	Source: Same as above Used average exchange rates in September Regular employment, Base salary : 10 firms average Engineers of vocational college or university graduate level or above with about 10 years work experience Total annual burden per employee US\$6,364.4 (10 firms average)
Land price, office rents, etc.	40.Store/showroom rent in the city center (monthly) (per sq.m)	26.56	26,910	Shopping center in central Yangon (Pongyi Ave., Maha Bandoole Ave.) 2,500 kyat/sq. ft.

New Delhi (India)				
US\$1 = 45.62 rupee (Interbank rate as of Jan. 15, 2010)				
		US\$	Rupee	Remarks
Wages	1. Workers (fulltime general workers) Base salary (monthly)	196.2(monthly)	9,502.6(monthly)	Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2009 Survey) (conducted in Sep-Oct 2009, used average exchange rates in September 2009) Regular employment Base salary : 21 firms average Staff with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$3,557.6 (172,332.4 rupee) (17 firms average)
	2. Engineers (fulltime mid-level engineers) Base salary (monthly)	462.9(monthly)	22,423.1(monthly)	Source: Same as above Regular employment Base salary : 26 firms average 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\$9,017.4 (436,800.9 rupee) (23 firms average)
	3. Managers (fulltime section and department chief level) Base salary (monthly)	1,116.1(monthly)	54,062.2(monthly)	Source: Same as above Regular employment Base salary : 26 firms average 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\$22,982.7 (1,113,282.1 rupee) (23 firms average)
	4.shop staff(Apparel)	197.28~263.04	9,000~12,000	Source: Local research firm Monthly base pay of a cashier with 2 - 4 years' continuous service
	5.shop staff(Food)	109.60~175.36	5,000~8,000	Source: Local research firm Monthly base pay of a waiter
	6. Legal minimum wage	Unskilled: 86.65/month Semi-skilled: 90.29/month Skilled: 95.94/month	Unskilled: 3,953/month Semi-skilled: 4,119/month Skilled: 4,377/month	Source: Labour Department, Government of N.C.T. of Delhi Revised: Aug. 1, 2009
	7.Bonus payments (fixed bonus + variable bonus)	1.4 months base salary		Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2009 Survey) (conducted in Sep-Oct 2009)
	8.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 Provided 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 Provided Fund (EPF) : 12% Employee's State Insurance Scheme (ESI) : 1.75%		Source: Employees' Provident Fund Organisation etc. Calculated based on base pay + real wage decrease subsidy allowance 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 Employees' State Insurance (ESI) is disability and medical insurance for employees with monthly pay of 6,500 rupees (\$142.48) or less
	9.Nominal wage increase rate	2007: 11.8% 2008: 8.4% 2009: n.a.		Source: Second and Third Fact-Finding Surveys on Wages by the Japan Chamber of Commerce and Industry in India Workers' actual rate of increase in salary
Land price, office rents, etc.	10. Industrial estate (land) purchase rate	38.36	1,750	Source: Rajasthan State Industrial Development and Investment Corporation (RIICO) Neemrana Industrial Area (Rajasthan State) Purchase of rights to 99-year lease In addition to the basic fee shown on the left, 5% tax including stamp tax is levied
	11.Industrial estate rent (monthly) (per sq.m)	-	-	No industrial park in the vicinity of Delhi with properties available for leasing by the year or the month

New Delhi (India)				
US\$1 = 45.62 rupee (Interbank rate as of Jan. 15, 2010)				
		US\$	Rupee	Remarks
	12.Office rent (monthly) (per sq.m)	26.03~45.54	1,187~2,078	Source: Price list from real-estate agent in Delhi Office areas in Saket and Jasola districts of south Delhi (several Japanese-affiliated companies are located here) Including service tax (10.3%) In some cases, a maintenance fee (including tax) of roughly 238 rupees/sq. m applies in addition to the basic fee. In some cases, a security deposit is required (the amount is set on a case-by-case basis, generally in the range of 3 - 12 months' rent)
	13.Housing rent for foreigners (monthly)	1,753.62~5,480.05	80,000~250,000	Source: Same as above Vasant Vihar in southern Delhi (near the area where embassies are located, where many Japanese reside) One floor of a detached house, 3 - 4 bedroom with living room, dining room, and kitchen In some cases a separate security deposit is required (generally 1 - 3 months' rent). In addition, in general 0.5 - 1 month's rent is charged as a finder's fee when using an agent.
Telecomm unication expenses	14.Telephone installation fee	12.1	552	Source: Airtel Includes service tax (10.3%)
	15.Telephone charge	Basic monthly charge: Nil Call charge per min.: 0.009	Basic monthly charge: Nil Call charge per min.: 0.4	Source: Same as above Charged in three-minute increments Includes service tax (10.3%)
	16.International call charge (for 3 min. to Japan)	0.62	28.1	Source: Same as above Charged in one-minute increments Includes service tax (10.3%)
	17. Mobile phone subscription fee	2.39	109.2	Source: Airtel SUK99-Lifetime Validity plan Includes service tax (10.3%)
	18.Mobile phone basic charge	Basic monthly charge: Nil Call charge per min.: 0.014	Basic monthly charge: Nil Call charge per min.: 0.66	Source: Airtel SUK99-Lifetime Validity plan Includes service tax (10.3%)
	19.Internet connection fee (Broadband)	Basic monthly charge: 24.18	Basic monthly charge: 1,103	Source: Airtel Unlimited1099 plan DSL Download speed: 512 kbps Unlimited downloads Landline telephone included in set Includes service tax (10.3%)
Electricity Rate	20. Electricity rate for business use (per kWh)	Basic monthly charge: 1.10/kW Rate per kWh: April-September: 0.10 October-March: 0.10	Basic monthly charge: 50/kW Rate per kWh: April-September: 4.62 October-March: 4.52	Source: BSES Delhi 10 - 100 kW Includes tax (5%)
	21.Electricity rate for general use (per kWh)	Basic monthly charge: 0.26 Rate per kWh: 0.06~0.11	Basic monthly charge: 12/kW Rate per kWh: 2.57~4.88	Source: Same as above Over 5 kW Includes tax (5%) Charge per kW: Usage of 200 units or less: 2.57 rupees Usage of more than 200 but not more than 400 units: 4.15 rupees
Water rate	22.Water rate for business use (per cu.m)	Basic monthly charge: 8.77~ 19.73 Rate per cu.m.: 0.22~2.19	Basic monthly charge: 400~900 Rate per cu.m.: 10~100	Source: Delhi Jal Board Unit price of basic monthly charge and usage charge vary with consumption
	23.Water rate for general use (per cu.m)	Basic monthly charge: 1.10~ 4.38 Rate per cu.m.: 0.04~0.55	Basic monthly charge: 50~200 Rate per cu.m.: 2~25	Source: Same as above Unit price of basic monthly charge and usage charge vary with consumption
Gas rate	24.Gas rate for business use (per cu.m)	Basic monthly charge: Nil Rate per cu.m.: 0.07	Basic monthly charge: Nil Rate per cu.m.: 3.2	Source: (Oil and Natural Gas Corporation (ONGC) 3,200 rupees/thousand standard cubic meters (TSCM) Natural gas
	25. Gas rate for general use (per cu.m)	Basic monthly charge: Nil 0.43 per kg	Basic monthly charge: Nil 19.8 per kg	Source: Indian Oil Charge per cylinder LP gas (each cylinder weighs 14.2 kg)

New Delhi (India)				
US\$1 = 45.62 rupee (Interbank rate as of Jan. 15, 2010)				
		US\$	Rupee	Remarks
Transportation	26.Container transport (40-foot container)	(1) 1,950.68 (2) 4,950.68 (3) 3,371.57	(1) 88,990 (2) 225,850 (3) 153,811	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 transport 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)
	27. Regular gasoline price (1 liter)	0.98	44.63	Source: Indian Oil Retail price in Delhi, including taxes Legal price
	28.Diesel oil price (1liter)	0.72	32.87	
Exchange	29.Exchange rate	US\$1 = 45.62 rupee		
Taxation	30.Corporate income tax rate	National tax: 30% Local tax: Nil Other public taxes: Nil		Source: Ministry of Finance, Government of India Effective tax rate: 33.99%, including 30% multiplied by (10% surcharge) and then multiplied by (3% additional education tax)
	31.Personal income tax rate (highest rate, %)	30%		Source: Same as above Progressive taxation at rates of 0%, 10%, 20%, or 30% depending on income amount Education tax (3%) added
	32.Value-added tax (VAT) (standard rate, %)	12.50%		Source: Delhi Value Added Tax Act However, tax rates vary in the following cases: Specific capital goods, 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
	33.Tax on interest remitted to Japan (highest rate, %)	10%		Article 11 of tax treaty between Japan and India Revised: April 1, 2007
	34.Tax on dividends remitted to Japan (highest rate, %)	15%		Source: Ministry of Finance, Government of India Effective tax rate: 16.995% Including 15% + surcharge (10%) + education tax (3%)
	35.Tax on royalties remitted to Japan (highest rate, %)	10%		Article 11 of tax treaty between Japan and India Revised: April 1, 2007
Overall	36.Remarks	Nil		
	37.Survey period	Jan 6 -27, 2010		
Wages	38. Non-manufacturing (fulltime general workers)	514.0(monthly)	24,895.9(monthly)	Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2009 Survey) (conducted in Sep-Oct 2009, used average exchange rates in September 2009) Regular employment Base salary: 34 firms average Staff with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$9,357.7 (453,287.5 rupee) (33 firms average)
	39.Non-manufacturing (fulltime section and department chief level)	1,237.2(monthly)	59,927.6(monthly)	Source: Same as above Regular employment Managers of university graduate level or above with about 10 yearswork experience* Base salary: 31 firms average Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$22,005.9 (1,065,965.6 rupee) (30 firms average)

New Delhi (India)				
US\$1 = 45.62 rupee (Interbank rate as of Jan. 15, 2010)				
		US\$	Rupee	Remarks
Land price, office rents, etc.	40.Store/showroom rent in the city center (monthly) (per sq.m)	156.16~208.20	7,124~9,498	Source: Price list from real estate agent in Delhi Connaught Place, in city center Includes service tax (10.3%)

Mumbai (India)				
US\$1=45.62 rupee (Interbank rate as of Jan. 15, 2010)				
		US\$	Rupee	Remarks
Wages	1. Workers (fulltime general workers) Base salary (monthly)	155.4(monthly)	7,527.6(monthly)	Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2009 Survey) (conducted in Sep-Oct 2009, used average exchange rates in September 2009) Regular employment Base salary: 7 firms average Workers with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$2,703.6 (130,964.6 rupee) (7 firms average)
	2. Engineers (fulltime mid-level engineers) Base salary (monthly)	336.7(monthly)	16,311.8(monthly)	Source: Same as above Regular employment Base salary: 8 firms average 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\$5,554.6 (269,063.5 rupee) (8 firms average)
	3. Managers (fulltime section and department chief level) Base salary (monthly)	833.4(monthly)	40,368.0(monthly)	Source: Same as above Regular employment Base salary: 8 firms average 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\$14,637.2 (709,025.3 rupee) (8 firms average)
	4.shop staff(Apparel)	—	—	
	5.shop staff(Food)	—	—	
	6. Legal minimum wage	Unskilled: 3.77/day Semi-skilled: 3.86/day Skilled: 3.94/day	Unskilled: 172.11/day Semi-skilled: 175.96/day Skilled: 179.81/day	Source: Department of Labour, Government of Maharashtra Valid Jan. 1 – June 30, 2010 Seepz
	7.Bonus payments (fixed bonus + variable bonus)	1.5 months base salary		Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2009 Survey)
	8.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% Administration 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 pay + real wage decrease subsidy allowance 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 Employees' State Insurance (ESI) is disability and medical insurance for employees with monthly pay of 6,500 rupees (\$142.48) or less
	9.Nominal wage increase rate	—		No official data available
Land price, office rents, etc.	10. Industrial estate (land) purchase rate	54.8	1,800	Chakan II Group C (city of Pune, near Mumbai) Source: Maharashtra Industrial Development Corporation (MIDC) Includes tax, expenses
	11.Industrial estate rent (monthly) (per sq.m)	—	—	No industrial park in the vicinity of Mumbai or suburban Mumbai with properties available for leasing by the month
	12.Office rent (monthly) (per sq.m)	70.76	3,228	Facility: Arcadia Building Location: Nariman Point (city center, location of financial district and state government offices) Service tax (10.3%) and expenses not included
	13.Housing rent for foreigners (monthly)	3288.03	150,000	Lower Parel area, a upscale residential district in Mumbai Apartment Includes service tax (10.3%) 93 sq. m, 2 bedrooms In principle, rent paid in advance for term of lease

Mumbai (India)				
US\$1=45.62 rupee (Interbank rate as of Jan. 15, 2010)				
		US\$	Rupee	Remarks
Telecommunication expenses	14.Telephone installation fee	12.09	551.5	Source: Mahanagar Telephone Nigam Ltd. (MTNL, state-owned telecommunications carrier) Includes service tax (10.30%)
	15.Telephone charge	Basic monthly charge: 4.3 Call charge per min.: 0.01	Basic monthly charge: 198.5 Call charge per min.: 0.4	Source: Same as above Plan180 1.2 rupees/3 min. Includes service tax (10.30%)
	16.International call charge (for 3 min. to Japan)	0.8	36.7	Source: Same as above Plan180 6.5 sec./rupee Includes service tax (10.30%)
	17. Mobile phone subscription fee	2.41	100	Source: Loop Mobile Bond 199 plan
	18.Mobile phone basic charge	Basic monthly charge: 4.36 Call charge per min.: Loop Mobile to Loop Mobile: 0.009 Other Mobile: 0.013 City call (Fixed phones): 0.013	Basic monthly charge: 199 Call charge per min.: Loop Mobile to Loop Mobile: 0.4 Other Mobile: 0.6 City call (Fixed phones): 0.6	Source: Same as above
	19.Internet connection fee (Broadband)	Initial charge: 6.58 Basic monthly charge: 26.28	Initial charge: 300 Basic monthly charge: 1,199	Source: MTNL (DSL line) DSL TriB 1199 plan 2 Mbps max. When data transfer exceeds 2 GB: 0.8 rupees (\$0.016)/MB Service tax (10.3%) not included
Electricity Rate	20. Electricity rate for business use (per kWh)	Basic monthly charge: 0.66~2.19 Rate per kWh: 0.038~0.181	Basic monthly charge: 30~100 Rate per kWh: 1.72~8.27	Source: Maharashtra Electricity Regulatory Commission (MERC) Electricity tax, maintenance fee not included
	21.Electricity rate for general use (per kWh)	Basic monthly charge: 4.38 Rate per kWh: 0.139~0.162	Basic monthly charge: 200 Rate per kWh: 6.32~7.41	Source: Same as above
Water rate	22.Water rate for business use (per cu.m)	Basic monthly charge: Nil Rate per cu.m: 0.42	Basic monthly charge: Nil Rate per cu.m: 19	Source: Maharashtra Industrial Development Corporation (MIDC) Inside Chakan Industrial Area, Pune Tax, expenses not included
	23.Water rate for general use (per cu.m)	Basic monthly charge: Nil Rate per cu.m: 0.19	Basic monthly charge: Nil Rate per cu.m: 8.75	Source: Same as above Outside industrial area (Pune)
Gas rate	24.Gas rate for business use	Basic monthly charge: Nil Rate per kg: 1.23	Basic monthly charge: Nil Rate per kg: 56.05	Source: Dev Mogra Gas Agency LPG Single cylinder (19 kg): 1,065 rupees
	25. Gas rate for general use	Basic monthly charge: Nil Rate per kg: 0.30	Basic monthly charge: Nil Rate per kg: 13.60	Source: Hahanagar Gas Natural gas
Transportation	26.Container transport (40-foot container)	(1) 606 (2) 100 (3) 1,800	In US dollar	Source: Interviews with Japan-affiliated logistics firms in Mumbai 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) Separate handling charge of 8,975 rupees and documentary fee of 1,000 rupees required for (1) and (2) above Service tax (10.3%) not included Separate handling charge, documentary fee, and other expenses required for (3) above (actual cost paid)

Mumbai (India)				
US\$1=45.62 rupee (Interbank rate as of Jan. 15, 2010)				
		US\$	Rupee	Remarks
	27. Regular gasoline price (1 liter)	1.07	48.83	Legal price set by Maharashtra State government
	28. Diesel oil price (1 liter)	0.81	36.74	Same as above
Exchange	29. Exchange Rate	US\$1 = 45.62 rupee		
Taxation	30. Corporate income tax rate	Same as New Delhi		
	31. Personal income tax rate (highest rate, %)	Same as New Delhi		
	32. Value-added tax (VAT) (standard rate, %)	Same as New Delhi		
	33. Tax on interest remitted to Japan (highest rate, %)	Same as New Delhi		
	34. Tax on dividends remitted to Japan (highest rate, %)	Same as New Delhi		
	35. Tax on royalties remitted to Japan (highest rate, %)	Same as New Delhi		
Overall	36. Remarks	Nil		
	37. Survey Period	22-Feb-10		
Wages	38. Non-manufacturing (fulltime general workers)	462.9(monthly)	22,421.1(monthly)	Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2009 Survey) (conducted in Sep-Oct 2009, used average exchange rates in September 2009) Regular employment Base salary: 19 firms average Staff with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$7,393.5 (358,138.9 rupee) (18 firms average)
	39. Non-manufacturing (fulltime section and department chief level)	1,198.6(monthly)	58,058.8(monthly)	Source: Same as above Regular employment Base salary: 17 firms average 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\$21,516.0 (1,042,235.3 rupee) (17 firms average)
Land price, office rents, etc.	40. Store/showroom rent in the city center (monthly) (per sq.m)	—	—	

Bangalore (India)				
US\$1= 45.62 Rupee (Interbank rate as of Jan. 15, 2010)				
		US\$	Rupee	Remarks
Wages	1. Workers (fulltime general workers) Base salary (monthly)	208.4(monthly)	10,096.2(monthly)	Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2009 Survey) (conducted in Sep-Oct 2009, used average exchange rates in September 2009) Regular employment Base salary : 13 firms average Workers with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$3,547.6 (171,846.2 rupee) [13 firms average]
	2. Engineers (fulltime mid-level engineers) Base salary (monthly)	539.4(monthly)	26,126.7(monthly)	Source: Same as above Regular employment Base salary : 15 firms average Engineers of vocational college or university graduate level or above with about 5 years working experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$8,982.9 (435,133.3 rupee) [15 firms average]
	3. Managers (fulltime section and department chief level) Base salary (monthly)	1,144.4(monthly)	55,433.3(monthly)	Source: Same as above Same as above Regular employment Base salary : 15 firms average 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\$18,441.7 (893,316.7 rupee) [15 firms average]
	4.shop staff(Apparel)	n.a.	n.a.	No official data available
	5.shop staff(Food)	n.a.	n.a.	No official data available
	6. Legal minimum wage	80.0/month	3,647.3/month	Source: notification from Karnataka State government Revised: April 10, 2009 Wages at left include 866.3 rupees cost-of-living
	7.Bonus payments (fixed bonus + variable bonus)	1.2month		Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2009 Survey) (conducted in Sep-Oct 2009)
	8.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 Provided 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 Provided Fund (EPF): 12% Employee's State Insurance Scheme (ESI): 1.75%		Source: Employees' Provident Fund Organisation etc. Calculated based on base pay + real wage decrease subsidy allowance 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 Employees' State Insurance (ESI) is disability and medical insurance for employees with monthly pay of 6,500 rupees (\$142.48) or less
	9.Nominal wage increase rate	2007: 11.8% 2008: 8.4% 2009: n.a.		Source: Second and Third Fact-Finding Surveys on Wages by the Japan Chamber of Commerce and Industry in India Workers' actual rate of increase in salary
Land price, office rents, etc.	10. Industrial estate (land) purchase rate	84.5	3,855	Source: Karnataka Industrial Area Development Board Name of industrial park: Devanahalli Aerospace Industrial Estate Limited to aviation-related industries Requires 8% of contract amount for stamp tax (7%) and registration fee (1%)

Bangalore (India)				
US\$1= 45.62 Rupee (Interbank rate as of Jan. 15, 2010)				
		US\$	Rupee	Remarks
	11.Industrial estate rent (monthly) (per sq.m)	4.3	194	Source: Cushman & Wakefield Name of industrial park: Peenya Industrial Area Rent of industrial lots alone not available Security deposit equal to 6 – 10 months' rent required Finder's fee equivalent to one month's rent payable to real estate agent
	12.Office rent (monthly) (per sq.m)	16.7	764	Source: Same as above Per sq. m, per month: 764 rupees Source: Cushman & Wakefield Location: central Bangalore Tax, expenses not included Security deposit equal to 10 months' rent required
	13.Housing rent for foreigners (monthly)	1,972.8	90,000	Source: Same as above Location: central Bangalore Type of residence: condominium Leased floor area: 3,000 sq. ft. Not taxable, expenses included Security deposit equal to 10 months' rent required When using a residential real-estate agent, finder's fee equivalent to one month's rent payable
Telecomm unication expenses	14.Telephone installation fee	50.4	2,300	Source: BSNL 2,000 rupees registration fee (deposit) + 300 rupees installation
	15.Telephone charge	Basic monthly charge: 3.9 Call charge per min.: 0.007	Basic monthly charge: 180 Call charge per min.: 0.33	Source: BSNL 1 rupee/3 min. for local calls within 50-km radius Service tax (10.3%) not included
	16.International call charge (for 3 min. to Japan)	(1) 0.8 (2) 0.6	(1) 36 (2) 27.6	Source: BSNL, Airtel (1) Charge from landline phone (BSNL) (2) Charge from mobile phone (Airtel) Service tax (10.3%) not included
	17. Mobile phone subscription fee	10.9	499	Source: Airtel Airtel 499 plan Charge calculation method: registration fee (199 rupees) + deposit (300 rupees) International calling also available
	18.Mobile phone basic charge	Basic monthly charge: 10.9 Call charge per min.: 0.02	Basic monthly charge: 499 Call charge per min.: 1.1	Source: Airtel Toll for call to a landline phone from another carrier * Call to mobile phone from same carrier: 0.3 rupee/min. Toll includes service tax (10.3%)
	19.Internet connection fee (Broadband)	(1) 11.0 (2) 65.7	(1) 500 (2) 2999	Source: Airtel 2999 plan Unlimited data Connection speed: 2 Mbps Initial registration fee: 500 rupees
Electricity Rate	20. Electricity rate for business use (per kWh)	Basic monthly charge: 3.9 Rate per kWh: (1) 0.09 (2) 0.1	Basic monthly charge: 180 Rate per kWh: (1) 4.3 (2) 4.65	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
	21.Electricity rate for general use (per kWh)	Basic monthly charge: 0.4 Rate per kWh: 0.04 – 0.34	Basic monthly charge: 20 Rate per kWh: 1.85 – 5.9	Source: Same as above Usage charges set in stages in accordance with monthly consumption (unit price increases with greater use)
Water rate	22.Water rate for business use (per cu.m)	Basic monthly charge: 7.9 Rate per cu.m: 1.3	Basic monthly charge: 360 Rate per cu.m: 60	Source: Bangalore Water Supply Office Charges for industrial use Sewer tax not included
	23.Water rate for general use (per cu.m)	Basic monthly charge: 1.1 Rate per cu.m: 0.1 – 0.8	Basic monthly charge: 48 Rate per cu.m: 6 – 36	Source: Same as above Usage charges set in stages in accordance with monthly consumption (unit price increases with greater use)
Gas rate	24.Gas rate for business use (per cu.m)	1.3/kg	57.9/kg	Source: Indane Gas LPG canister (19 kg): 1,100 rupees/canister
	25. Gas rate for general use (per cu.m)	0.5/kg	22.9/kg	Source: Same as above LPG canister (14.2 kg): 325.26 rupees/canister When purchasing from other than official government sales channel, premium of approximately 350 rupees added

Bangalore (India)				
US\$1= 45.62 Rupee (Interbank rate as of Jan. 15, 2010)				
		US\$	Rupee	Remarks
Transportation	26.Container transport (40-foot container)	(1) 1,736.9 (2) 3,536.9 (3) 4,104.2	(1) 79,201 (2) 161,281 (3) 187,152	Source: Local logistics firms Plant name (city): Bangalore Nearest port: Bangalore ICD Third-country destination port: Port of Los Angeles Includes rail fare between Port of Chennai and Bangalore ICD, terminal handling charge, cost of loading containers to trains, and service tax Since the base currency differs by expenses item, the figures at left have been calculated at the estimated dollar/yen exchange rate of \$1 = 91.4 yen (1) Export to Japan: Nearest port (Bangalore ICD) → Port of Yokohama (2) Export to third country: Nearest port (Bangalore ICD) → Third-country destination port (Port of Los Angeles) (3) Import from Japan: Port of Yokohama → Nearest port (Bangalore ICD)
	27. Regular gasoline price (1 liter)	1.1	50.7	Source: Indian Oil Legal price
	28.Diesel oil price (1liter)	0.8	37	
Exchange	29.Exchange Rate	US\$1=45.62Rupee		
Taxation	30.Corporate income tax rate	Same as New Delhi		
	31.Personal income tax rate (highest rate, %)	Same as New Delhi		
	32.Value-added tax (VAT) (standard rate, %)	Same as New Delhi		
	33.Tax on interest remitted to Japan (highest rate, %)	Same as New Delhi		
	34.Tax on dividends remitted to Japan (highest rate, %)	Same as New Delhi		
	35.Tax on royalties remitted to Japan (highest rate, %)	Same as New Delhi		
Overall	36.Remarks	Nil		
	37.Survey Period	20-Jan-10		
Wages	38. Non-manufacturing (fulltime general workers)	579.2(monthly)	28,056.8(monthly)	Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2009 Survey) (conducted in Sep-Oct 2009, used average exchange rates in September 2009) Regular employment Base salary : 15 firms average Staffs with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$8,259.9 (400,110.3 rupee) [14 firms]
	39.Non-manufacturing (fulltime section and department chief level)	1,518.9(monthly)	73,576.6(monthly)	Source: Same as above Regular employment Base salary : 13 firms average Managers of university graduate level or above with about 10 yearswork experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$23,686.1 (1,147,353.5 rupee) [12 firms average]

Bangalore (India)				
US\$1= 45.62 Rupee (Interbank rate as of Jan. 15, 2010)				
		US\$	Rupee	Remarks
Land price, office rents, etc.	40.Store/showroom rent in the city center (monthly) (per sq.m)	18.9 – 28.3	860.8 – 1291.2	Source: Forum Value Mall Street/facility: Forum Value Mall, Whitefield area Breakdown of taxes and expenses: n.a.

Chennai (India)				
US\$1=45.62 rupee (Interbank rate as of Jan. 15, 2010)				
		US\$	Rupee	Remarks
Wages	1. Workers (fulltime general workers) Base salary (monthly)	166.8(monthly)	8,077.8(monthly)	Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2009 Survey) (conducted in Sep-Oct 2009, used average exchange rates in September 2009) Regular employment Base salary : 10 firms average Workers with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$2,265.3 (109,731.4 rupee) [7 firms average]
	2. Engineers (fulltime mid-level engineers) Base salary (monthly)	356.9(monthly)	17,289.9(monthly)	Source: Same as above Regular employment Base salary : 8 firms average 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\$5,508.6 (266,838.0 rupee) [6 firms average]
	3. Managers (fulltime section and department chief level) Base salary (monthly)	790.8(monthly)	38,307.8(monthly)	Source: Same as above Regular employment Base salary : 9 firms average 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\$11,928.3 (577,805.7 rupee) [7 firms average]
	4.shop staff(Apparel)	n.a.	n.a.	No official data available
	5.shop staff(Food)	n.a.	n.a.	No official data available
	6. Legal minimum wage	97/month	4,425/month	Source: notification from Tamil Nadu State government Revised: April 1, 2009 Wages at left include 1,004 rupees cost-of-living
	7.Bonus payments (fixed bonus + variable bonus)	1.2力月分		Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2009 Survey) (conducted in Sep-Oct 2009)
	8.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 Provided Fund (EPF): 12% Management fee: 1.1% Insurance fee: 0.5% Employee's State Insurance Scheme (ESI): 4.75% Breakdown of the employee's burden rate Employee's Provided Fund (EPF): 12% Employee's State Insurance Scheme (ESI): 1.75%		Source: Employees' Provident Fund Organisation etc. Calculated based on base pay + real wage decrease subsidy allowance 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 Employees' State Insurance (ESI) is disability and medical insurance for employees with monthly pay of 6,500 rupees (\$142.48) or less
	9.Nominal wage increase rate	2007: 11.8% 2008: 8.4% 2009: n.a.		Source: Second and Third Fact-Finding Surveys on Wages by the Japan Chamber of Commerce and Industry in India Workers' actual rate of increase in salary
Land price, office rents, etc.	10. Industrial estate (land) purchase rate	16.2	741.3	Source: State Industries Promotion Corporation of Tamil Nadu Name of industrial park: Gummidipoondi Telvoi Kandigai Industrial Estate Separate registration fee of 5,000 rupees and stamp tax (2%) required

Chennai (India)				
US\$1=45.62 rupee (Interbank rate as of Jan. 15, 2010)				
		US\$	Rupee	Remarks
	11.Industrial estate rent (monthly) (per sq.m)	5.9	269	Source: Cushman & Wakefield Private-sector plant in Sriperumbudur Industrial Park 45 km from Chennai Rent of industrial lots alone not available Security deposit equal to 6 – 10 months' rent required
	12.Office rent (monthly) (per sq.m)	14.2	645.8	Source: Same as above Location: Anna Salai (central Chennai) Security deposit equal to 10 months' rent required
	13.Housing rent for foreigners (monthly)	1,753.6	80,000	Source: Same as above Boat Club (central Chennai) Condominium 1,800 sq. ft. Security deposit equal to 10 months' rent required When using a residential real-estate agent, finder's fee equivalent to one month's rent payable
Telecommunication expenses	14.Telephone installation fee	50.4	2,300	Source: BSNL 2,000 rupees registration fee (deposit) + 300 rupees installation
	15.Telephone charge	Basic monthly charge: 3.9 Call charge per min.: 0.007	Basic monthly charge: 180 Call charge per min.: 0.33	Source: BSNL 1 rupee/3 min. for local calls within 50-km radius Service tax (10.3%) not included
	16.International call charge (for 3 min. to Japan)	(1) 0.8 (2) 0.6	(1) 36 (2) 27.6	Source: BSNL, Airtel (1) Charge from landline phone (BSNL) (2) Charge from mobile phone (Airtel) Service tax (10.3%) not included
	17. Mobile phone subscription fee	10.9	499	Source: Airtel Airtel 499 plan Registration fee (199 rupees) + deposit (300 rupees) International calling also available
	18.Mobile phone basic charge	Basic monthly charge: 10.9 Call charge per min.: 0.02	Basic monthly charge: 499 Call charge per min.: 1.1	Source: Same as above Toll for call to a landline phone from another carrier * Call to mobile phone from same carrier: 0.4 rupee/min. Toll includes service tax (10.3%)
	19.Internet connection fee (Broadband)	65.7	2,999	Source: Airtel 2999 plan Unlimited data Connection speed: 2 Mbps Initial registration fee: 500 rupees
Electricity Rate	20. Electricity rate for business use (per kWh)	Basic monthly charge: 6.6/kVA Rate per kWh: (1) 0.08 (2) 0.12	Basic monthly charge: 300/kVA Rate per kWh: (1) 3.68 (2) 5.25	Source: Tamil Nadu Public Electric Power Company (1) Industrial (2) Commercial Includes electricity tax (5% of electricity charges)
	21.Electricity rate for general use (per kWh)	Basic monthly charge: 0.44 Rate per kWh: 0.02 – 0.1	Basic monthly charge: 20 Rate per kWh: 1.1 – 4.75	Source: Same as above Basic monthly charge charged once every two months Charge per kWh set in stages in accordance with monthly consumption Electricity tax does not apply to residential use
Water rate	22.Water rate for business use (per cu.m)	Rate per cu.m: 1.9	Rate per cu.m: 85	Source: Chennai Water Bureau Basic monthly charge: none Sewer tax not included Commercial use While a system of water charges is in place, Chennai's waterworks is underdeveloped and most water is purchased from water trucks
	23.Water rate for general use (per cu.m)	Rate per cu.m: 1.5	Rate per cu.m: 67	Source: Same as above Residential use
Gas rate	24.Gas rate for business use	1.4/kg	61.9/kg	Source: Indane Gas LPG canister (19 kg): 1,176.4 rupees/canister

Chennai (India)				
US\$1=45.62 rupee (Interbank rate as of Jan. 15, 2010)				
		US\$	Rupee	Remarks
	25. Gas rate for general use	0.5/kg	22.2/kg	Source: Same as above LPG canister (14.2 kg): 315.9 rupees/canister When purchasing from other than official government sales channel, premium of approximately 350 rupees added
Transportation	26.Container transport (40-foot container)	(1) 1,011.2 (2) 2,811.2 (3) 3,446.3	(1) 46,111 (2) 128,191 (3) 157,150	Source: Local logistics firms Plant name (city): Chennai Nearest port: Port of Chennai Third-country destination port: Port of Los Angeles Includes rail fare between Port of Chennai and Bangalore ICD, terminal handling charge, cost of loading containers to trains, and service tax Since the base currency differs by expenses item, the figures at left have been calculated at the estimated dollar/yen exchange rate of \$1 = 91.4 yen (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)
	27. Regular gasoline price (1 liter)	1.1	48.58	Source: Indian Oil Legal price
	28.Diesel oil price (1liter)	0.8	34.98	Same as above
	29.Exchange rate	US\$1 = 45.62 rupee		
Taxation	30.Corporate income tax rate	Same as New Delhi		
	31.Personal income tax rate (highest rate, %)	Same as New Delhi		
	32.Value-added tax (VAT) (standard rate, %)	Same as New Delhi		
	33.Tax on interest remitted to Japan (highest rate, %)	Same as New Delhi		
	34.Tax on dividends remitted to Japan (highest rate, %)	Same as New Delhi		
	35.Tax on royalties remitted to Japan (highest rate, %)	Same as New Delhi		
Overall	36.Remarks	-		
	37.Survey period	Jan 20-30, 2010		

Chennai (India)				
US\$1=45.62 rupee (Interbank rate as of Jan. 15, 2010)				
		US\$	Rupee	Remarks
Wages	38. Non-manufacturing (fulltime general workers)	581.0(monthly)	28,142.9(monthly)	Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2009 Survey) (conducted in Sep-Oct 2009, used average exchange rates in September 2009) Regular employment Base salary : 7 firms average Staff with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$7,502.7 (363,428.6 rupee) [7 firms average]
	39. Non-manufacturing (fulltime section and department chief level)	1,165.8(monthly)	56,470.1(monthly)	Source: Same as above Regular employment Base salary : 7 firms average 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\$16,883.9 (817,857.1 rupee) [7 firms average]
Land price, office rents, etc.	40. Store/showroom rent in the city center (monthly) (per sq.m)	23.6 – 47.2	1,076 – 2,152	Source: MagicBricks.com (Times of India group) T. Nagar area Service tax (10.3%) required separately Security deposit equal to 6 – 10 months' rent required

Karachi (Pakistan)				
US\$1=84.27 Pakistan rupee (Interbank rate as of Jan. 15, 2010)				
		US\$	Pakistan rupee	Remarks
Wages	1. Workers (fulltime general workers) Base salary	135.8(monthly)	11,253.8(monthly)	Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2009 Survey) (conducted in Sep-Oct 2009, used average exchange rates in September 2009) Regular employment Base salary : 13 firms average Workers with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$2,470.0 (204,633.3 Pakistan rupee) (12 firms average)
	2. Engineers (fulltime mid-level engineers) Base salary (monthly)	488.8(monthly)	40,495.8(monthly)	Source: Same as above Regular employment Base salary : 12 firms average 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\$8,094.2 (670,572.7 Pakistan rupee) (11 firms average)
	3. Managers (fulltime section and department chief level) Base salary (monthly)	1,085.3(monthly)	89,916.7(monthly)	Source: Same as above Regular employment Base salary : 12 firms average 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\$18,989.2 (1,573,181.8 Pakistan rupee) (11 firms average)
	4.shop staff(Apparel)	137.06	11,550	Source: Bonanza Garment Industries (Pvt) Ltd, Karachi Monthly pay (includes base pay, various allowances, overtime, etc.)
	5.shop staff(Food)	n.a.	n.a.	No data available
	6. Legal minimum wage	71.2/month	6,000/month	Source: Pakistan government gazette Revised: June 27, 2008
	7.Bonus payments (fixed bonus + variable bonus)	2.4 months worth of base salary		Source: Same as 1.
	8.Social security burden ratio	n.a.		No data available
	9.Nominal wage increase rate	n.a.		No data available
Land price, office rents, etc.	10. Industrial estate (land) purchase rate	11.73	988.42	Source: Interviews Port Qasim Industrial Estate Approx. 40 km from city center, approx. 25 km from international airport Charge for 50-year lease
	11.Industrial estate rent (monthly) (per sq.m)	0.0074	0.63	Same as above
	12.Office rent (monthly) (per sq.m)	16.61~20.44	1,399.32~1,722.24	Source: Interviews Saddar area (central Karachi) Includes tax and miscellaneous expenses

Karachi (Pakistan)				
US\$1=84.27 Pakistan rupee (Interbank rate as of Jan. 15, 2010)				
		US\$	Pakistan rupee	Remarks
	13.Housing rent for foreigners (monthly)	1,779.99~4,746.65	150,000~400,000	Source: interviews Clifton area, Defense area, KDA area Detached house 500, 1,000, 2,000 sq. yd. (in general, three types available), with parking Payment in advance Includes tax and miscellaneous expenses
Telecommunication expenses	14.Telephone installation fee	10.32	870	Source: Pakistan Telecommunication Authority Includes 16% GST Charge for urban areas
	15.Telephone charge	Basic monthly charge: 5.35 Call charge per min.: 0.014	Basic monthly charge: 451 Call charge per min.: 1.21	Source: Same as above Includes 21% central excise duty (CED)
	16.International call charge (for 3 min. to Japan)	0.22	18.15	Source: Same as above 5 rupee/min. plus 21% central excise duty (CED)
	17. Mobile phone subscription fee	5.93	500	Source: Mobilink Pakistan Includes SIM card use tax
	18.Mobile phone basic charge	Basic monthly charge: 6.32 Call charge per min.: 0.02	Basic monthly charge: 532.4 Call charge per min.: 1.66	Source: Same as above Includes 21% central excise duty (CED), 10% withholding tax
	19.Internet connection fee (Broadband)	Equipment: 17.80~29.67 Basic monthly charge: 35.6~284.8	Equipment: 1,500~2,500 Basic monthly charge: 3,000~24,000	Source: Worldcall Telecom Speed: 256 kbps – 2 Mbps
Electricity Rate	20. Electricity rate for business use (per kWh)	Basic monthly charge: 5.07~5.57 Rate per kWh: 0.08~0.15	Basic monthly charge: 427.52~469.80 Rate per kWh: 6.97~12.38	Source: Karachi Electric Supply Corporation (KESC) Includes 16% GST Varies by number of used units other factors
	21.Electricity rate for general use (per kWh)	Basic monthly charge: 8.27 Rate per kWh: 0.08 – 0.15	Basic monthly charge: 697 Rate per kWh: 6.97 – 12.38	Source: Same as above Includes 16% GST Varies by number of used units and other factors
Water rate	22.Water rate for business use (per cu.m)	0.26	22.0	Source: Karachi Water & Sewerage Board (KWSB) Includes charges for sewer and maintenance, fire tax, and 16% GST 100 rupee/1,000 gallons Charge per gallon converted to charge per cu. m
	23.Water rate for general use	8.52 (month)	718 (month)	Source: Same as above Fixed charge by residential floor area, for 1,001 – 1,500 sq. yd. Includes charges for sewer and maintenance, fire tax, and 16% GST
Gas rate	24.Gas rate for business use	4.54 per MMBTU Min. charge: 157.55	382.37 per MMBTU Min. charge: 13,276.5	Source: Sui Southern Gas Company Limited (SSGC) Includes 16% GST Natural gas
	25. Gas rate for general use	1.13~10.09 per MMBTU Min. charge: 4.55	95.01~850.15 per MMBTU Min. charge: 383.42	Source: Same as above Includes 16% GST Natural gas
Transportation	26.Container transport (40-foot container)	(1) 650~750 (2) n.a. (3) 1,600	Dollar basis only	Source: APL City: Karachi Nearest port: Port of Karachi Third-country destination port: Port of Los Angeles (n.a.) (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)
	27. Regular gasoline price (1 liter)	0.78	65.31	Source: Shell Pakistan
	28.Diesel oil price (1liter)	0.7	58.78	Same as above

Karachi (Pakistan)				
US\$1=84.27 Pakistan rupee (Interbank rate as of Jan. 15, 2010)				
		US\$	Pakistan rupee	Remarks
Exchange	29.Exchange Rate	US\$1=84.27 Pakistan rupee		
Taxation	30.Corporate income tax rate	35%		Source: Pakistan Board of Investment (BOI)
	31.Personal income tax rate (highest rate, %)	25%		Source: Same as above 0 - 25% (14 levels) for self-employed persons, 0 - 20% (21 levels) for wage earners
	32.Value-added tax (VAT) (standard rate, %)	16%		Source: Pakistan Sales Tax Act General sales tax Standard rate: 16%
	33.Tax on interest remitted to Japan (highest rate, %)	10%		Article 11 of tax treaty between Japan and Pakistan
	34.Tax on dividends remitted to Japan (highest rate, %)	10%		Article 10 of tax treaty between Japan and Pakistan Taxed at 5%, 7%, or 10% depending on percentage of shares held
	35.Tax on royalties remitted to Japan (highest rate, %)	10%		Article 12 of tax treaty between Japan and Pakistan
Overall	36.Remarks	Nil		
	37.Survey Period	Jan. 2010		
Wages	38. Non-manufacturing (fulltime general workers)	224.8(monthly)	18,626.3(monthly)	Source: Same as 1. Regular employment Base salary : 13 firms average Staff with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$3,965.7 (328,545.6 Pakistan rupee) (11 firms average)
	39.Non-manufacturing (fulltime section and department chief level)	794.3(monthly)	65,807.1(monthly)	Source: Same as above Regular employment Base salary : 11 firms average 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\$15,111.2 (1,251,909.1 Pakistan rupee) (11 firms average)

Karachi (Pakistan)				
US\$1=84.27 Pakistan rupee (Interbank rate as of Jan. 15, 2010)				
		US\$	Pakistan rupee	Remarks
Land price, office rents, etc.	40.Store/showroom rent in the city center (monthly) (per sq.m)	44.66 – 51.04	3,763.44 – 4,301.10	Forum Shopping Mall, Clifton, central Karachi Includes tax, miscellaneous expenses

Colombo (Sri Lanka)				
US\$1=114.2247 Sri Lanka rupee (Interbank rate as of Jan. 15, 2010)				
		US\$	Sri Lanka rupee	Remarks
Wages	1. Workers (fulltime general workers) Base salary (monthly)	102.4(monthly)	11,754.7(monthly)	Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2009 Survey) (conducted in Sep-Oct 2009, used average exchange rates in September 2009) Regular employment Base salary : 17 firms average Workers with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$1,646.0 (188,902.9 Sri Lanka rupee) [15 firms average]
	2. Engineers (fulltime mid-level engineers) Base salary (monthly)	280.0(monthly)	32,133.3(monthly)	Source: Same as above Regular employment Base salary : 15 firms average 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\$3,828.9 (439,428.6 Sri Lanka rupee) (14 firms average)
	3. Managers (fulltime section and department chief level) Base salary (monthly)	626.8(monthly)	71,937.5(monthly)	Source: Same as above Regular employment Base salary : 16 firms average 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\$9,978.7 (1,145,219.1 Sri Lanka rupee) [14 firms average]
	4.shop staff(Apparel)	n.a.	n.a.	
	5.shop staff(Food)	n.a.	n.a.	
	6. Legal minimum wage	Unskilled: 53.84 Semi-skilled: 56.91 Skilled: 59.97/63.03	Unskilled: 6,150 Semi-skilled: 6,500 Skilled: 6,850/7,200	Source: Sri Lanka government gazette (No. 1563/28, Aug. 21, 2008) Revised: Aug. 21, 2008 Textile industry: fifth year of employment * Minimum wage varies by industry and years
	7.Bonus payments (fixed bonus + variable bonus)	1.7 months base salary		Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2009 Survey) (conducted in Sep-Oct 2009)
	8.Social security burden ratio	Employer's burden rate for EPF: 12% Employee's burden rate for EPF: 8% Employer's burden rate for ETF: 3%		Source: Board of Investment Sri Lanka (BOI) Employees' Provident Fund (EPF) Employees' Trust Fund (ETF) Stamp tax omitted because it is not directly related to social security
	9.Nominal wage increase rate	2006: 2.1% 2007: 21.4% 2008: 25.6%		Source: Central Bank 2008 annual report
Land price, office rents, etc.	10. Industrial estate (land) purchase rate	13.84	In US dollars	Source: Board of Investment Sri Lanka (BOI) Katunayake EPZ: 29 km from Colombo, adjacent to Colombo International Airport, 30-year lease, US\$50,000 per acre (4,046.86 sq. m) + VAT Purchase not available Includes 12% VAT
	11.Industrial estate rent (monthly) (per sq.m)	0.09	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 Purchase not available Includes 12% VAT
	12.Office rent (monthly) (per sq.m)	9.50 - 15.83	1,085.04 - 1,808.40	Source: Price list from real estate agent in Colombo Colombo areas 2, 7 (central business districts) Electricity charges, maintenance fees not included Includes 12% VAT

Colombo (Sri Lanka)				
US\$1=114.2247 Sri Lanka rupee (Interbank rate as of Jan. 15, 2010)				
		US\$	Sri Lanka rupee	Remarks
	13.Housing rent for foreigners (monthly)	1,400.75	160,000	Colombo area 7 Condominium (leased floor area: 150 sq. m) Includes 12% VAT, 1% registration fee, 4% stamp tax
Telecomm unication expenses	14.Telephone installation fee	68.22 – 119.37	7,792 – 13,635	Source: Sri Lanka Telecom Includes price of phone Includes 12% VAT
	15.Telephone charge	Basic monthly charge: 2.40 – 4.85 Call charge per min.: 0.01 – 0.08	Basic monthly charge: 274 – 554 Call charge per min.: 1~9	Source: Same as above Choice of four pay plans Includes 12% VAT
	16.International call charge (for 3 min. to Japan)	0.29 – 0.59	33.60 – 67.20	Source: Same as above Includes 12% VAT
	17. Mobile phone subscription fee	22.99 – 28.74	2,626.2 – 3,282.7	Source: Dialog Telecom 500 – 1,000 rupees for SIM card + deposit of 1,500 rupees (repaid when use is terminated) Includes mobile tax (31.31%)
	18.Mobile phone basic charge	Basic monthly charge: 1.15 – 3.45 Call charge per min.: 0.02 – 0.07	Basic monthly charge: 131.31 – 393.93 Call charge per min.: 2.63 – 7.88	Source: Dialog Telecom (Air time per minute varies with time of day and carrier called)
	19.Internet connection fee (Broadband)	Registration fee: 9.81 – 19.61 Monthly rental fee: 53.93 – 83.34	Registration fee: 1,120 – 2,240 Monthly rental fee: 6,160 – 9,520	Source: Sri Lanka Telecom ADSL 2 Mbps (download)/512 kbps (upload) Includes 12% VAT
Electricity Rate	20. Electricity rate for business use (per kWh)	Basic monthly charge: 2.73 – 34.14 Rate per kWh: 0.09 – 0.28	Basic monthly charge: 312 – 3,900 Rate per kWh: 10.4 – 31.98	Source: Government notification (Ceylon Electricity Board) Base charge + charge for electricity used + instantaneous maximum use Rate varies by contracted voltage, peak time, and off-peak time Includes fuel adjustment tax (30%)
	21.Electricity rate for general use (per kWh)	Basic monthly charge: 0.53 – 2.73 Rate per kWh: 0.03 – 0.34	Basic monthly charge: 60 – 312 Rate per kWh: 3 – 39	Source: Same as above Base charge + charge for electricity usage Base charge and charge for electricity usage split into six levels Fuel adjustment tax (30%) applies to usage of 90 units or more
Water rate	22.Water rate for business use (per cu.m)	Basic monthly charge: 2.19 – 875.47 Rate per cu.m: 0.46	Basic monthly charge: 250 – 100,000 Rate per cu.m: 53	Source: National Water Supply & Drainage Board Base charge + metered charges Metered charges calculated based on amount of water used
	23.Water rate for general use (per cu.m)	Basic monthly charge: 4.39 – 14.01 Rate per cu.m: 0.03 – 1.05	Basic monthly charge: 50 – 1,600 Rate per cu.m: 3 – 120	Same as above
Gas rate	24.Gas rate for business use (per cu.m)	Basic monthly charge: 0 Rate per kg: 1.18	Basic monthly charge: 0 Rate per kg: 134.67	Source: Shell Gas (LPG) Canister containing 37.5 kg LPG: LKR11,300/canister – LKR6,250 (deposit) Includes 12% VAT LPG
	25. Gas rate for general use (per cu.m)	Basic monthly charge: 0 Rate per kg: 1.09	Basic monthly charge: 0 Rate per kg: 124.00	Source: Shell Gas (LPG) Canister containing 12.5 kg LPG: LKR6,150/canister – LKR4,600 (deposit) Includes 12% VAT LPG

Colombo (Sri Lanka)				
US\$1=114.2247 Sri Lanka rupee (Interbank rate as of Jan. 15, 2010)				
		US\$	Sri Lanka rupee	Remarks
Transportation	26.Container transport (40-foot container)	(1) 800 (2) 2,650 (3) 975	In US dollars	Source: Interviews with Japan-affiliated firms operating in Sri Lanka City: Colombo Nearest port: Port of Colombo Third-country destination port: Port of Los Angeles No designation on nonhazardous cargo (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 (Port of Los Angeles) (3) Import from Japan: Port of Yokohama → Nearest port (Port of Colombo)
	27. Regular gasoline price (1 liter)	1.01	115	Legal price
	28.Diesel oil price (1liter)	0.64	73	Same as above
Exchange	29.Exchange rate	US\$1=114.2247 Sri Lanka rupee		
Taxation	30.Corporate income tax rate	15% - 35%		Inland Revenue Act, 2007 no. 10 Revised: April 1, 2007
	31.Personal income tax rate (highest rate, %)	35%		Progressive taxation at 5% - 35% (seven levels) Foreign nationals: 15% years 1 - 3, 20% years 4 - 5 Revised: April 1, 2006
	32.Value-added tax (VAT) (standard rate, %)	12%		National tax
	33.Tax on interest remitted to Japan (highest rate, %)	15%		Inland Revenue Act, 2006 no. 10
	34.Tax on dividends remitted to Japan (highest rate, %)	10%		Inland Revenue Act, 2006 no. 10
	35.Tax on royalties remitted to Japan (highest rate, %)	7.5%		Inland Revenue Act, 2006 no. 10 Tax treaty with Japan: Article 4 of tax treaty between Japan and Sri Lanka
Overall	36.Remarks	Nil		
	37.Survey Period	15-Jan-10		
Wages	38. Non-manufacturing (fulltime general workers)	231.5(monthly)	15-Jan-10	Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2009 Survey) (conducted in Sep-Oct 2009, used average exchange rates in September 2009) Regular employment Base salary: 7 firms average Staff with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$4,362.1 (500,625.0 Sri Lanka rupee) (6 firms average)
	39.Non-manufacturing (fulltime section and department chief level)	827.8(monthly)	95,000.0(monthly)	Source: Same as above Regular employment Base salary: 6 firms average 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\$12,775.19 (1,466,166.7 Sri Lanka rupee) (6 firms average)

Colombo (Sri Lanka)				
US\$1=114.2247 Sri Lanka rupee (Interbank rate as of Jan. 15, 2010)				
		US\$	Sri Lanka rupee	Remarks
Land price, office rents, etc.	40.Store/showroom rent in the city center (monthly) (per sq.m)	19.02 – 21.75	2,173 – 2,484	Source: Colombo Land & Development Company Liberty Plaza Building, Duplication Rd., central commercial district in Colombo area 7 Includes VAT (12%), NBT (3%)

Dhaka (Bangladesh)				
US\$1=69.045 taka (Interbank rate as of Jan. 15, 2010)				
		US\$	Taka	Remarks
Wages	1. Workers (fulltime general workers) Base salary (monthly)	47.2(monthly)	3,259.8(monthly)	Source: Survey of Japanese-Affiliated Firms in Asia and Oceania (FY 2009 Survey) (conducted in Sep-Oct 2009, used average exchange rates in September 2009) Regular employment Base salary : 16 firms average Workers with about 3 years work experience Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$906.3 (62,587.4 taka) (16 firms average)
	2. Engineers (fulltime mid-level engineers) Base salary (monthly)	175.3(monthly)	12,104.4(monthly)	Source: Same as above Regular employment Base salary : 15 firms average 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\$3,339.2 (230,607.9 taka) (15 firms average)
	3. Managers (fulltime section and department chief level) Base salary (monthly)	378.0(monthly)	26,102.1(monthly)	Source: Same as above Regular employment Base salary : 14 firms average 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\$6,873.4 (474,677.1 taka) (14 firms average)
	4.shop staff(Apparel)	43.45 – 86.90	3,000 – 6,000	Source: Interviews with four retail stores in the apparel industry in Dhaka Monthly amount, base pay only
	5.shop staff(Food)	28.97 – 173.80	2,000 – 12,000	Source: Interviews with 11 hotels in Dhaka Salary of waiter at hotel restaurant Monthly amount, base pay only
	6. Legal minimum wage	(1) Unskilled: 30 – 38/month (2) Semi-skilled: 45/month (3) Skilled: 58 – 60 /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 Oct. 2006): (1) Unskilled: 1,662.50 – 1,851.00 taka/month (2) Semiskilled: 2,046.00 – 2,499.00 taka/month (3) Skilled: 3,840.00 – 5,140.00 taka/month
	7.Bonus payments (fixed bonus + variable bonus)	1.8 months base salary		Source: Same as 1.
	8.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
	9.Nominal wage increase rate	CY2005/06: 6.50% CY2006/07: 7.76% CY2007/08: 11.85%		Source: Economic Review 2009, Bangladesh Ministry of Finance
Land price, office rents, etc.	10. Industrial estate (land) purchase rate	(1) 1,125.92 – 1,342.44 (2) 476.35 – 801.14	(1) 77,739.35 – 92,689.22 (2) 32,889.72 – 55,314.53	Source: Bangladesh Export Processing Zones Authority (BEPZA) (1) Tongi Industrial Area (central Dhaka, 10 km from Zia International Airport) Including 12% in various taxes (applies within city of Dhaka) (2) Tejgaon Industrial Area (suburban Dhaka, 8 km from Zia International Airport) Including 17% in various taxes (applies outside city of Dhaka) In both cases, foreign corporations may purchase but individuals may not

Dhaka (Bangladesh)				
US\$1=69.045 taka (Interbank rate as of Jan. 15, 2010)				
		US\$	Taka	Remarks
	11.Industrial estate rent (monthly) (per sq.m)	Land: 0.083 – 0.183 Factory: 1.25 – 2.75	Land: 5.75 – 12.65 Factory: 86.31 – 189.87	Source: Same as above Eight EPZs in Bangladesh Tax, expenses not included
	12.Office rent (monthly) (per sq.m)	6.24 – 23.38	430.55 – 1,614.58	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)
	13.Housing rent for foreigners (monthly)	724.17 – 2,896.66	50,000 – 200,000	Source: Same as above Upscale residential district in Dhaka (Banani, Gulshan districts) 1,600 – 3,150 sq. ft. (approx. 150 – 300 sq. m) With parking Tax and expenses apply separately (varies by property)
Telecomm unication expenses	14.Telephone installation fee	28.97	2,000.00	Source: Bangladesh Telecom (BTCL) Includes startup cost, installation cost, and deposit 15% VAT not included
	15.Telephone charge	Basic monthly charge: 1.33 Call charge per min.: (1) 0.005 (2) 0.01	Basic monthly charge: 92.00 Call charge per min.: (1) 0.34 (2) 0.74	Source: Same as above (1) Calls between Bangladesh Telecom (BTCL) users (2) Calls to mobile phones from carriers other than Bangladesh Telecom (BTCL)
	16.International call charge (for 3 min. to Japan)	(1) 0.9 (2) 1.2	(1) 62.1 (2) 82.8	Source: Same as above (1) Off-peak time (10:00 pm – 8:00 am) (2) Peak time (8:00 am – 10:00 pm) Includes 15% VAT
	17. Mobile phone subscription fee	13.03	900	Source: Grameenphone Standard price plan (Xplore Postpaid)
	18.Mobile phone basic charge	Basic monthly charge: 0.83 Call charge per min.: 0.008 – 0.022	Basic monthly charge: 57.50 Call charge per min.: 0.56 – 1.49	Source: Same as above Includes 15% VAT
	19.Internet connection fee (Broadband)	Initial contract fee: 144.83 Modem connection fee: 65.17 Basic monthly charge: Nil Monthly charge: 57.93 – 695.20	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 Dedicated connection
Electricity Rate	20. Electricity rate for business use (per kWh)	Basic monthly charge: 8.69 Rate per kWh: 0.02 – 0.08	Basic monthly charge: 600.00 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
	21.Electricity rate for general use (per kWh)	Basic monthly charge: 0.29 – 0.87 Rate per kWh: 0.038 – 0.080	Basic monthly charge: 20.00 – 60.00 Rate per kWh: 2.62 – 5.51	Source: Same as above Unit price of usage varies with consumption Includes 5% VAT
Water rate	22.Water rate for business use (per cu.m)	Basic monthly charge: Nil Rate per cu.m: 0.39	Basic monthly charge: Nil Rate per cu.m: 27.12	Source: Dhaka Water Supply & Sewerage Authority Includes 15% VAT
	23.Water rate for general use (per cu.m)	Basic monthly charge: Nil Rate per cu.m: 0.12	Basic monthly charge: Nil Rate per cu.m: 8.34	Same as above
Gas rate	24.Gas rate for business use (per cu.m)	Basic monthly charge: Nil Rate per cu.m: 0.04 – 0.14	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
	25. Gas rate for general use (per cu.m)	Basic monthly charge: Nil Rate per cu.m: 0.075	Basic monthly charge: Nil Rate per cu.m: 5.16	Source: Same as above For households with meters Includes 15% VAT
Transport ation	26.Container transport (40-foot container)	(1) 1,600 (2) 3,356.1	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) → Port of Yokohama (2) Export to U.S.: Nearest port (Port of Chittagong) → Port of Los Angeles
	27. Regular gasoline price (1 liter)	1.115	77	Legal price

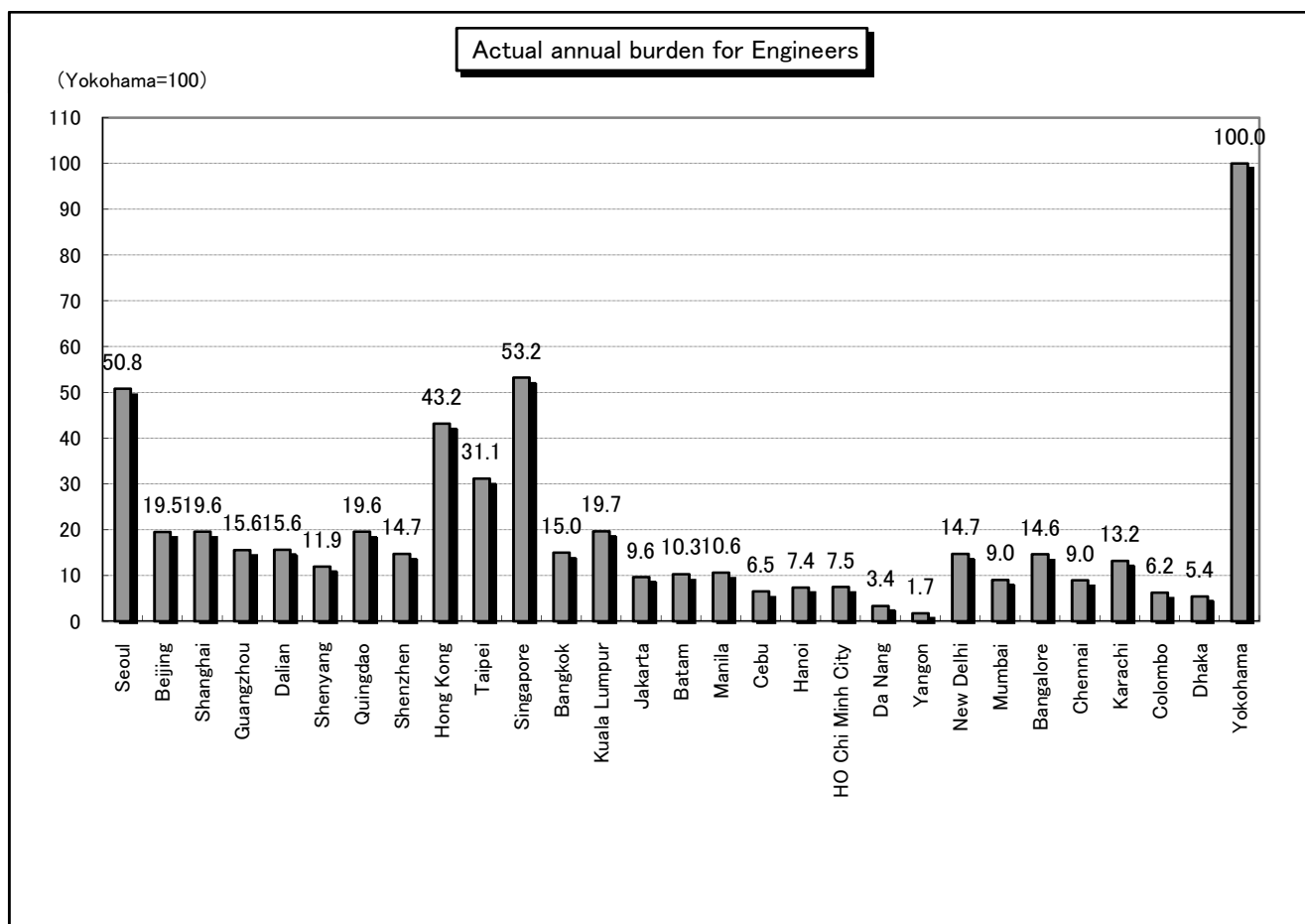
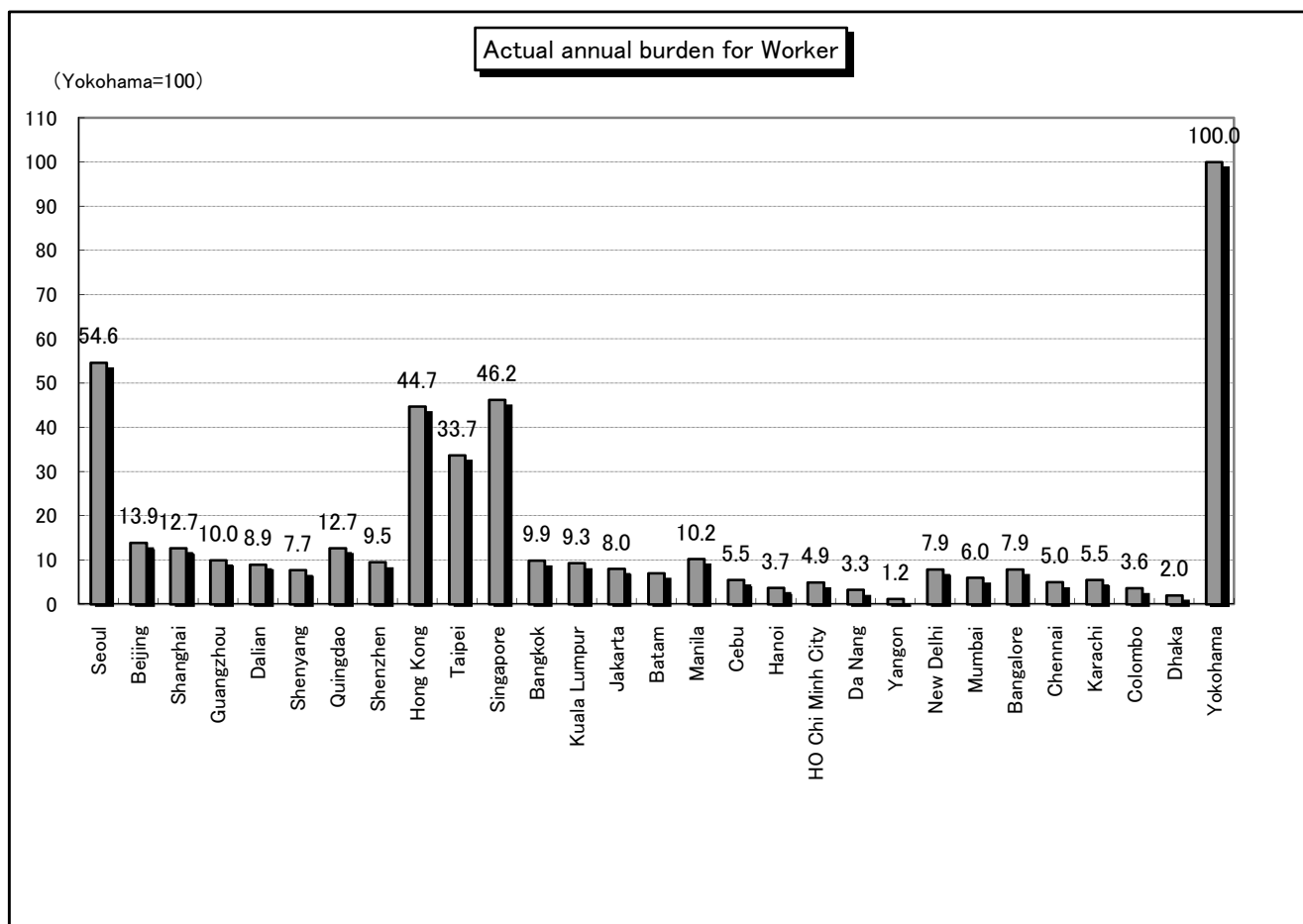
Dhaka (Bangladesh)				
US\$1=69.045 taka (Interbank rate as of Jan. 15, 2010)				
		US\$	Taka	Remarks
	28.Diesel oil price (1liter)	0.64	44	Same as above
Exchange	29.Exchange rate	US\$1 =69.045 taka		
Taxation	30.Corporate income tax rate	37.50%		Source: Bangladesh Ministry of Finance For an unlisted firm Listed firm: 27.5% Finance/insurance: 42.5% Mobile telecommunications: 45%
	31.Personal income tax rate (highest rate, %)	25%		Source: Same as above Progressive taxation in the range 0 – 25% (five levels)
	32.Value-added tax (VAT) (standard rate, %)	15%		Source: Same as above
	33.Tax on interest remitted to Japan (highest rate, %)	10%		Tax treaty between Japan and Bangladesh (SRO No. 235/91, Aug. 7, 1991)
	34.Tax on dividends remitted to Japan (highest rate, %)	15%		Tax treaty between Japan and Bangladesh 10% if owning 25% or more of shares in dividend-paying corporation
	35.Tax on royalties remitted to Japan (highest rate, %)	10%		Tax treaty between Japan and Bangladesh (SRO No. 235/91, Aug. 7, 1991)
Overall	36.Remarks	calculating to paise (0.5 taka), rounding off fractions.		
	37. Survey period	Jan. 2010		
Wages	38. Non-manufacturing (fulltime general workers)	333.0(monthly)	23,000(monthly)	Source: Same as above Regular Employee Staff with about 3 years work experience Base salary: 6 firms average Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$5,864.5 (405,000.0 taka) (4 firms average)
	39.Non-manufacturing (fulltime section and department chief level)	959.3(monthly)	66,250(monthly)	Source: Same as above Regular Employee Managers of university graduate level or above with about 10 years work experience Base salary: 4 firms Total annual burden per employee (including basic salary, various allowances, pay for overtime, bonus, etc.): US\$17,376.2 (1,200,000.0 taka) (4 firms average)
Land price, office rents, etc.	40.Store/showroom rent in the city center (monthly) (per sq.m)	n.a.	n.a.	

Yokohama (Japan)				
US\$1=91.1yen (Interbank rate as of Jan. 15, 2010)				
		US\$	Yen	Remarks
Wages	1. Workers (fulltime general workers) Base salary (monthly)	3,098.9(monthly)	282,306(monthly)	Source: The Report and Recommendations on Wages 2009, issued by Yokohama City Office "Engineers" (Average age 32.04) Including social security. Actual annual burden: US\$45,124.2 (4,110,816 yen), including base salary, social security, and overtime pay.
	2. Engineers (fulltime mid-level engineers) Base salary (monthly)	4,489.5(monthly)	408,989(monthly)	Source: The Report and Recommendations on Wages 2009, issued by Yokohama City Office "Engineering Manager" (Average age 40.11) Including social security. Actual annual burden: US\$61,399.7 (5,593,512 yen), including base salary, social security, and overtime pay.
	3. Managers (fulltime section and department chief level) Base salary (monthly)	5,711.6(monthly)	520,325(monthly)	Source: The Report and Recommendations on Wages 2009, issued by Yokohama City Office "Engineering Section Chief" (Average age 45.11) Including social security. Actual annual burden: US\$68,895.4 (6,276,372 yen), including base salary, social security, and overtime pay.
	4. shop staff(Apparel)	2,248.1(monthly)	204,804(monthly)	Source: Dec. 2009 Monthly Labor Statistics Survey, Kanagawa Prefecture Wholesale/retail Monthly amount represents base pay plus various allowances. Overtime not included. Annual amount: \$28,561.60 (2,601,960 yen) base pay plus overtime, various allowances
	5. shop staff(Food)	1,328.7(monthly)	121,047(monthly)	Source: 2008 Monthly Labor Statistics Survey, Kanagawa Prefecture Restaurant/bar/hotel Monthly amount represents base pay plus various allowances. Overtime not included. Annual amount: \$16,746.3 (1,525,584 yen) base pay plus overtime, various allowances
	6. Legal minimum wage	8.66/hour	789/hour	Source: Wage Division, Kanagawa Labor Bureau Revised: Oct. 29, 2009
	7. Bonus payments (fixed bonus + variable bonus)	4.17 months of base salary		Source: The Report and Recommendations on Wages 2009, issued by Yokohama City Office
	8. Social security burden ratio	Employer's burden rate: 13.077% Employee's burden rate: 12.347% Breakdown of the employer's burden rate: Employment insurance: 0.7% Medical insurance: 4.095% (deviding 8.19%) Pension: 7.852% (deviding 15.704%) Contributions to child benefits: 0.13% Breakdown of the employee's burden rate: Employment insurance: 0.4% Medical insurance: 4.095% (deviding 8.19%) Pension: 7.852% (deviding 15.704%)		Source: Unemployment insurance: Ministry of Health, Labour and Welfare (applicable rate in FY 2009) Medical insurance: Japan Health Insurance Association (revised Sept. 2009) Pension: Social Insurance Agency (revised Sept. 2009) Contributions to child benefits: Ministry of Health, Labour and Welfare (revised April 2007)
	9. Nominal wage increase rate	2006年: 2.3% 2007年: △2.6% 2008年: △2.4%		Source: 2008 Monthly Labor Statistics Survey, Kanagawa Prefecture Conditions of businesses with five or more employees
Land price, office rents, etc.	10. Industrial estate (land) purchase rate	1,629.62	148,458	Source: Registration information on industrial land in Kanagawa Prefecture Kanazawa Industrial Park, Kanazawa Ward, Yokohama 98 million yen for 660.12 sq. m (single transfer, subdivision/leasing not permitted) Real estate acquisition tax, other taxes and miscellaneous expenses not included

Yokohama (Japan)				
US\$1=91.1yen (Interbank rate as of Jan. 15, 2010)				
		US\$	Yen	Remarks
	11.Industrial estate rent (monthly) (per sq.m)	4.83/month	440/month	Source: Industrial Promotion Department, Industrial Promotion Division, Economic/Industrial Bureau, City of Kawasaki Shin-Kawasaki, Saiwai-ku, Kawasaki Bulk 20-year lease through general competitive bidding Lot size 1,050 sq. m Rent paid annually Separate bid guarantee of 2.3 million yen required Cost of registration of business leasehold paid by tenant
	12.Office rent (monthly) (per sq.m)	39.44	3,593	Source: Miki Office Report, Winter 2010 Average unit rent in typical business district of Yokohama divided by 3.3 Tax, miscellaneous expenses not included
	13.Housing rent for foreigners (monthly)	Condominium: 4,061.47 House: 2,524.70	Condominium: 370,000 House: 230,000	Source: Ken Corporation Yamate area, Naka-ku, Yokohama Condominium/detached home 104.06 sq. m/95.25 sq. m Deposit, key money (2 months' rent), agency fee (1 month's rent) Kannai, Yamate area, walking distance from Japan Railway or subway (no more than 10 – 15 min.)
Telecommunication expenses	14.Telephone installation fee	Contract fee: 9.22 Facility installation cost: 414.93	Contract fee: 840 Facility installation cost: 37,800	Source: NTT East Tax included
	15.Telephone charge	Basic monthly charge: Office: 28.81 Residence: 19.59 Call charge per min. (within the city): 0.03	Basic monthly charge: Office: 2,625 Residence: 1,785 Call charge per min. (within the city): 2.975	Source: Same as above 8.925 yen/3 min. (8:00 am – 11:00 pm, local) Tax included
	16.International call charge (for 3 min. to Japan)	6.04	550	Source: KDDI International direct-dial toll for call to Singapore (8:00 am – 7:00 pm weekdays)
	17. Mobile phone subscription fee	–	–	Source: NTT DoCoMo Startup fee discontinued Dec. 1996
	18.Mobile phone basic charge	Basic monthly charge: 41.49 Call charge per min. : 0.46	basic monthly charge: 3,780 Call charge per min. : 42	Source: Same as above Basic Plan Type SS 21 yen./30 sec. Tax included
	19.Internet connection fee (Broadband)	Initial contract fee: 32.27 Basic monthly charge: 73.77	Initial contract fee: 2,940 Basic monthly charge: 6,720	Source: Nifty Fiber-optic service @nifty Hikari Life with Flets, standard plan 200 Mbps Maintenance fee for corporate contract: 525 yen/month (not included) Tax included
Electricity Rate	20. Electricity rate for business use (per kWh)	Basic monthly charge: 16.83 Rate per kWh: Summer: 0.13 Other seasons: 0.12	Basic monthly charge: 1,533 Rate per kWh: Summer: 11.47 Other seasons: 10.59	Source: TEPCO Special high-voltage power B (typical use in plants etc.) Contract for 10,000 kW or more but less than 50,000 kW Summer: July – Sept. Tax included
	21.Electricity rate for general use	Basic monthly charge: 3.00 – 17.98 Rate per kWh: 0.20 – 0.26	Basic monthly charge: 273 – 1,638 Rate per kWh: 17.87 – 24.13	Source: Same as above Metered lighting contract B Basic monthly charge varies by contracted power (10A – 60A) Charge per kWh varies with usage Tax included
Water rate	22.Water rate for business use	Basic monthly charge: 17.34 /2 months Rate per cu.m: 0.47 – 4.49	Basic monthly charge: 1,580 /2 months Rate per cu.m: 43 – 409	Source: Yokohama Waterworks Bureau Basic monthly charge applies up to 16 cu. m. Rate per cu. m applies to excess over 16 cu. m and varies by usage Tax not included
	23.Water rate for general use (per cu.m)	Basic monthly charge: 17.34 /2 months Rate per cu.m: 0.47 – 3.51	Basic monthly charge: 1,580 /2 months Rate per cu.m: 43 – 320	

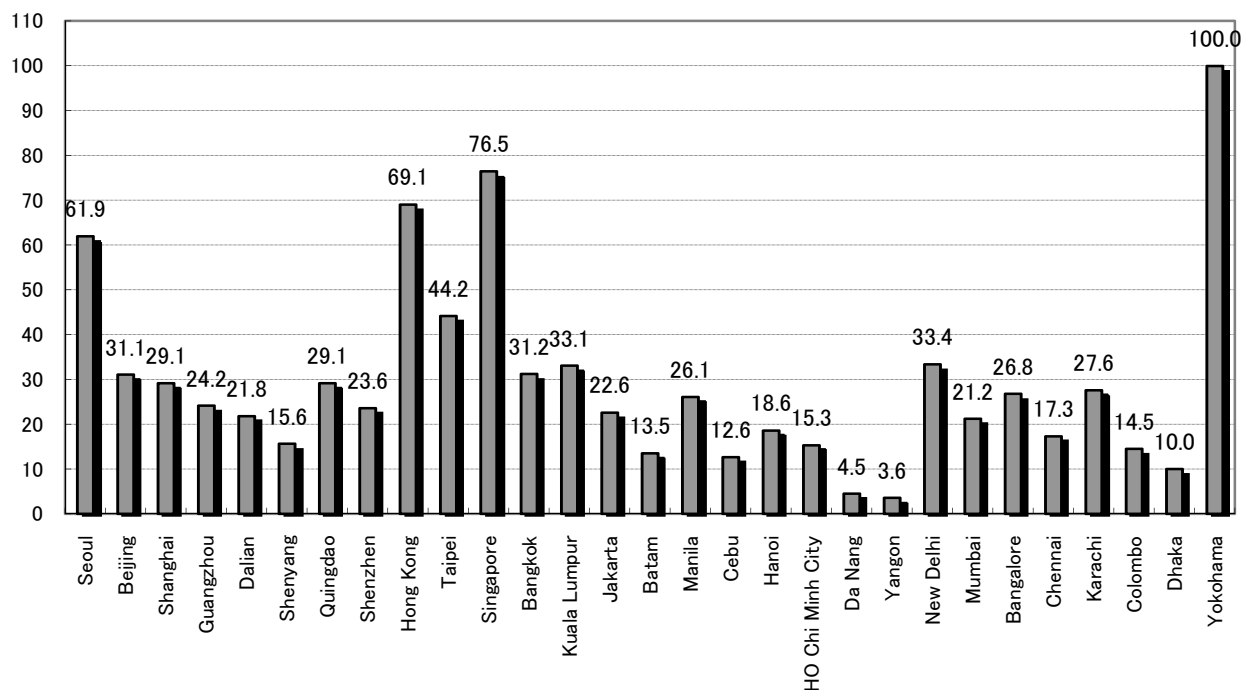
Yokohama (Japan)				
US\$1=91.1yen (Interbank rate as of Jan. 15, 2010)				
		US\$	Yen	Remarks
Gas rate	24. Gas rate for business use	Basic monthly charge: Fixed basic charge: 152.14 Basic charge by amount of flow: 4.62 /m3 Maximum Demand Basic Monthly Charge: 0.06 /m3 Rate per cu.m: 0.69	Basic monthly charge: Fixed basic charge: 13,860 Basic charge by amount of flow: 420.71 /m3 Maximum Demand Basic Monthly Charge: 5.78 /m3 Rate per cu.m: 63.00	Source: Tokyo Gas Industrial contract A (annual usage less than 280,000 cu. m) Basic monthly charge: tax included Charge per cu. m: Varies by usage, adjusted monthly based on system of adjustments for raw-material costs, tax included
	25. Gas rate for general use (per cu.m)	Basic monthly charge: 7.95 – 149.49 Rate per cu.m: 1.12 – 1.59	Basic monthly charge: 724.5 – 13,618.50 Rate per cu.m: 101.78 – 144.83	Source: Same as above Varies by usage Adjusted monthly based on system of adjustments for raw-material costs Tax included
Transportation	26. Container transport (40-foot container)	3,000	273,300	Source: Interviews with major shipping firms Plant name (city): Yokohama Nearest port: Port of Yokohama Third-country destination port: Port of Los Angeles Export to U.S.: Nearest port (Port of Yokohama) → Port of Los Angeles
	27. Regular gasoline price (1 liter)	1.36	124	Source: Oil Information Center Jan. 2010 monthly survey
	28. Diesel oil price (1 liter)	1.15	105	Same as above
Exchange	29. Exchange rate	US\$1=91.1yen		
Taxation	30. Corporate income tax rate	30%		Source: Ministry of Finance Japan
	31. Personal income tax rate (highest rate, %)	40%		Source: Ministry of Finance Japan
	32. Value-added tax (VAT) (standard rate, %)	5%		Source: Ministry of Finance Japan
	33. Tax on interest remitted to Japan (highest rate, %)	–		
	34. Tax on dividends remitted to Japan (highest rate, %)	–		
	35. Tax on royalties remitted to Japan (highest rate, %)	–		
Overall	36. Remarks	–		
	37. Period of the survey	18-Jan-10		
Wages	38. Non-manufacturing (fulltime general workers)	3,045.8(monthly)	277,472(monthly)	Source: The Report and Recommendations on Wages 2009, issued by Yokohama City Office "Clerical worker" (Average age 33.05) Including social security. Actual annual burden: US\$41,919.3 (3,818,844yen), including base salary, social security, and overtime pay.

Yokohama (Japan)				
US\$1=91.1yen (Interbank rate as of Jan. 15, 2010)				
		US\$	Yen	Remarks
	39.Non-manufacturing (fulltime section and department chief level)	6,465.5(monthly)	589,005(monthly)	Source:The Report and Recommendations on Wages 2009, issued by Yokohama City Office "Clerical Manager"(Average age 46.1) Including social security. Actual annual burden: US\$79,885.1 (7,277,532yen), including base salary, social security, and overtime pay.
Land price, office rents, etc.	40.Store/showroom rent in the city center (monthly) (per sq.m)	83.16	7,576	Source: Ken Corporation Minato Mirai area Minato Mirai Center Building Common-area maintenance charge included, consumption tax not included



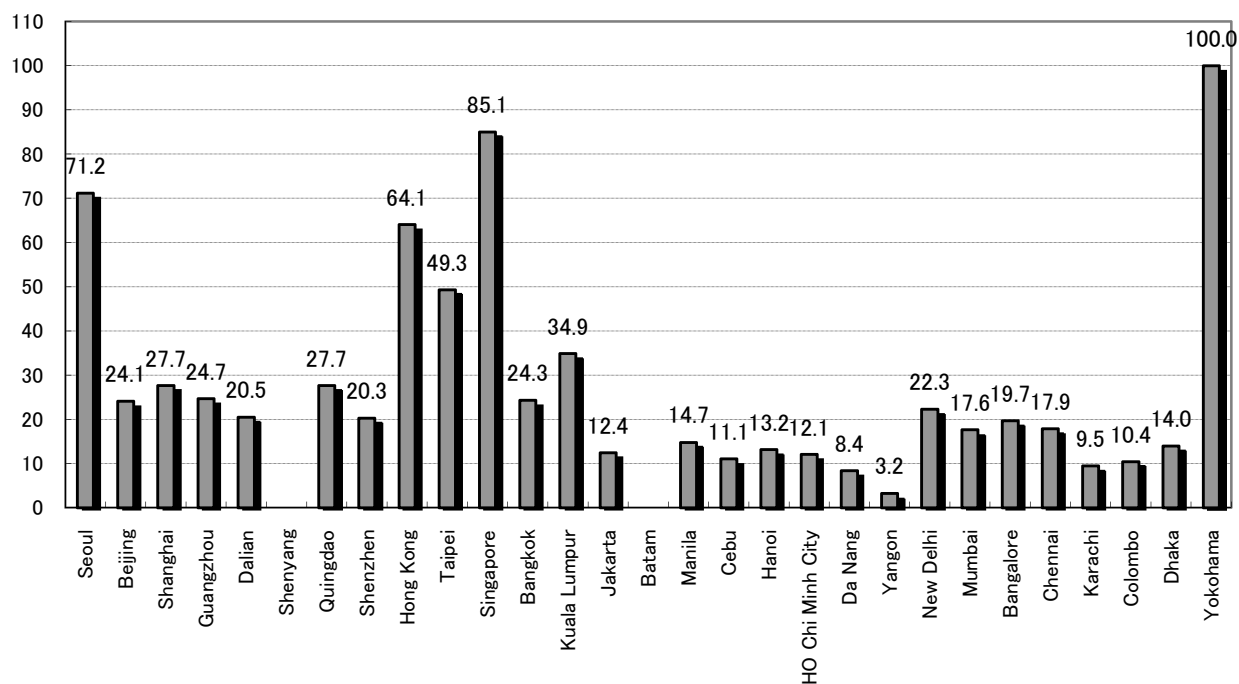
Actual annual burden for Managers (department chief)

(Yokohama=100)



Actual annual burden for Staffs (Non-manufacturing)

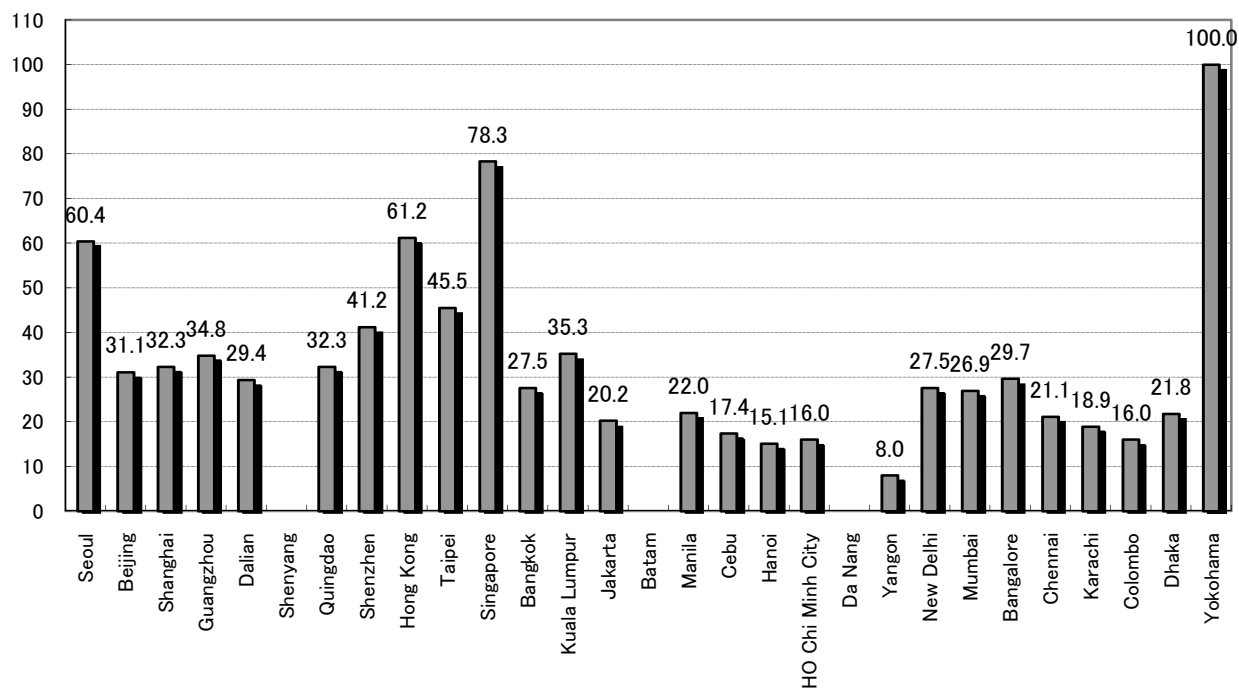
(Yokohama=100)



*Shen yang, Batam: No data

Actual annual burden for Managers (department chief level)

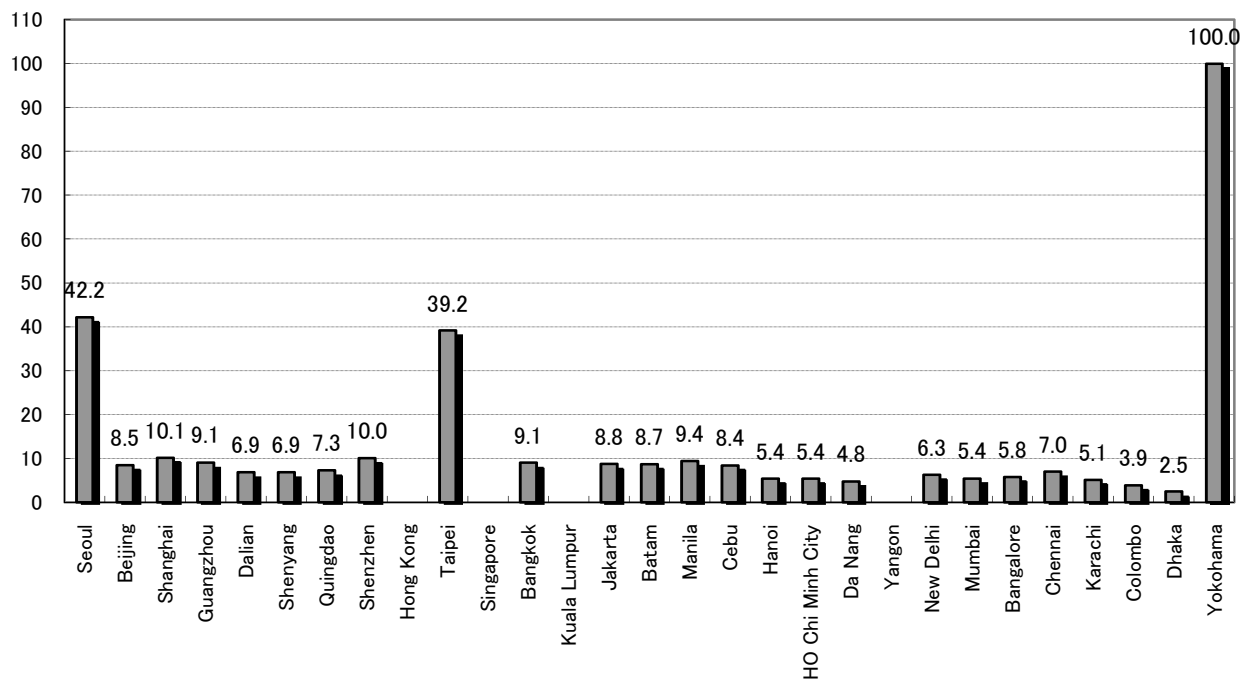
(Yokohama=100)



*Shen yang, Batam, Da Nang: No data

Legal minimum wage (monthly)

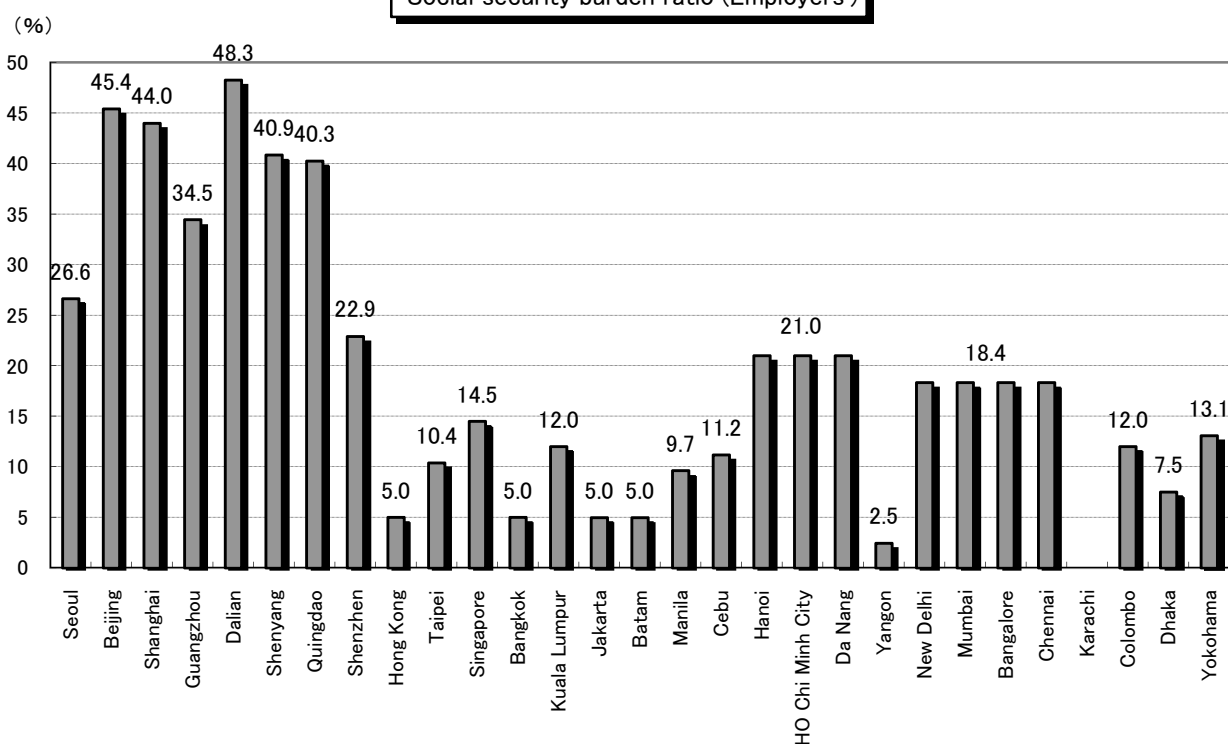
(Yokohama=100)



*New Delhi, Mumbai, Colombo: wages for unskilled worker. Seoul, Bangkok, Manila, Cebu: daily wage converted into monthly wage (20days/month),

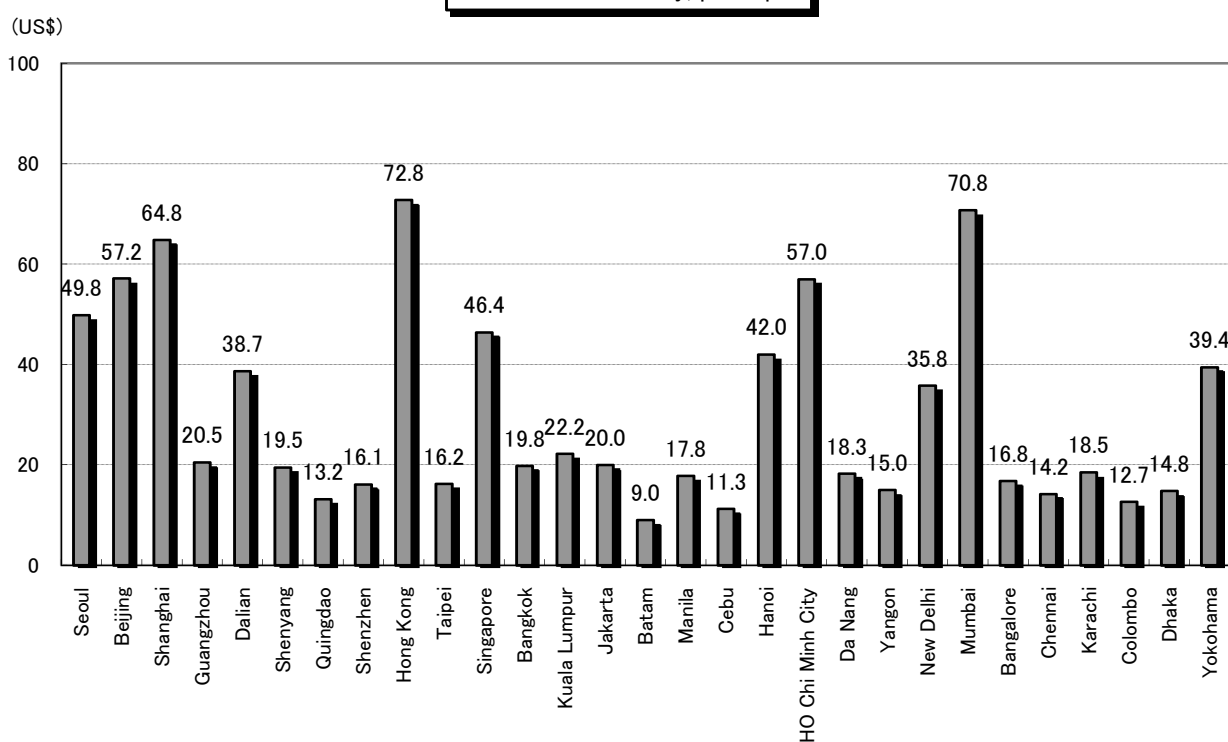
Yokohama: hourly wage converted into monthly wage (8hours, 20days/month). Hong Kong, Singapore, Kuala Lumpur: No related legislation.

Social security burden ratio (Employers')



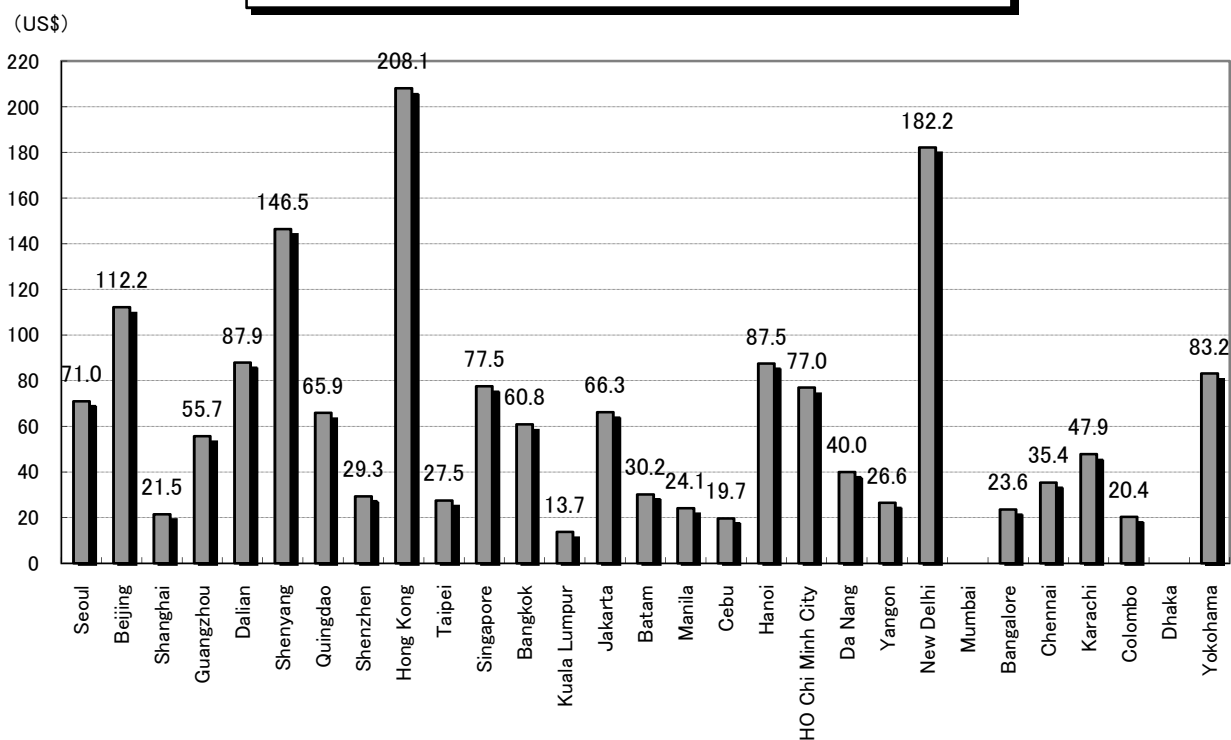
*Defrayal rate of an employer against monthly wage (pension, medical insurance, employment insurance, etc.); No defrayal rate for Karachi.

Office rent (monthly, per sq.m)



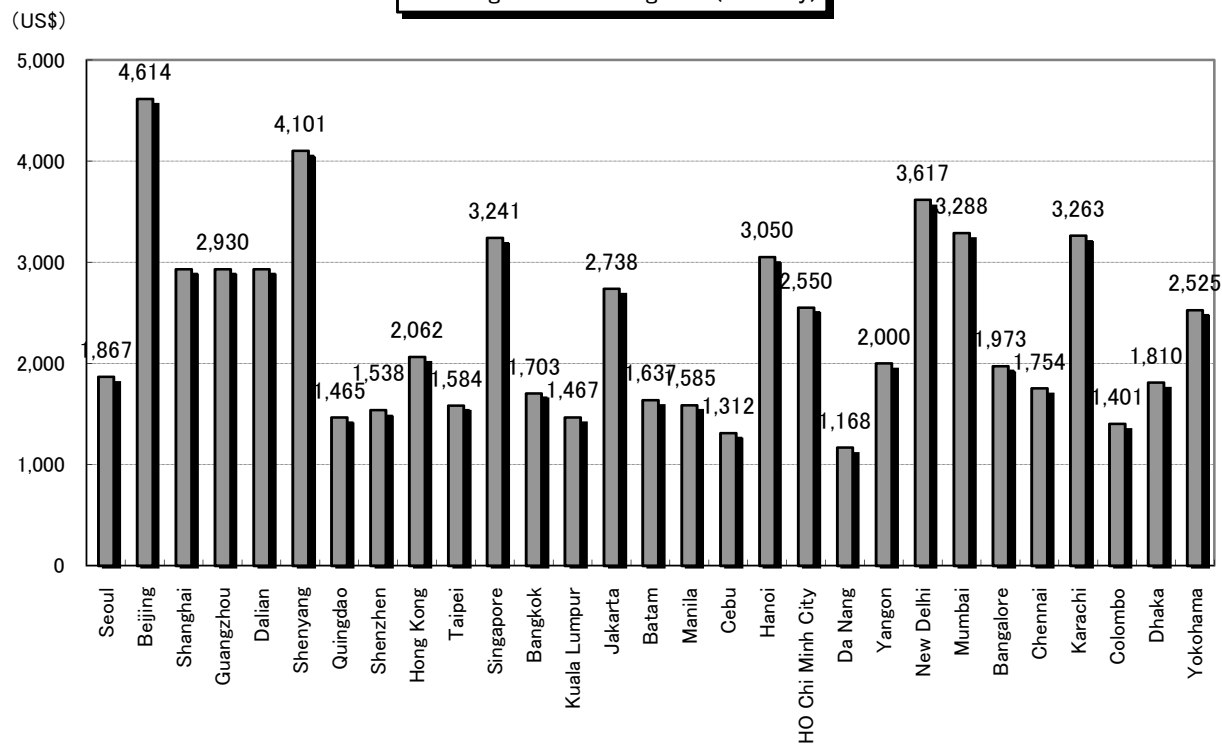
*Rents are average.

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



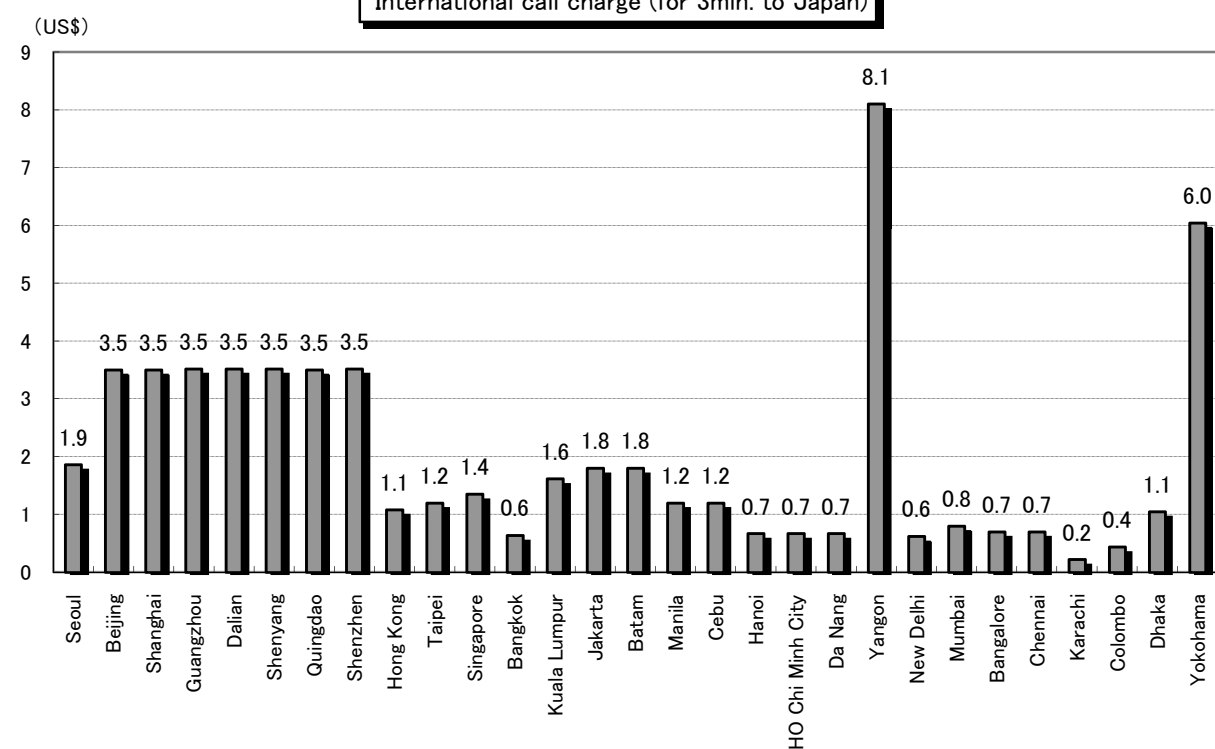
*Mumbai and Dhaka: No data. Rents are average.

Housing rent for foreigners (monthly)



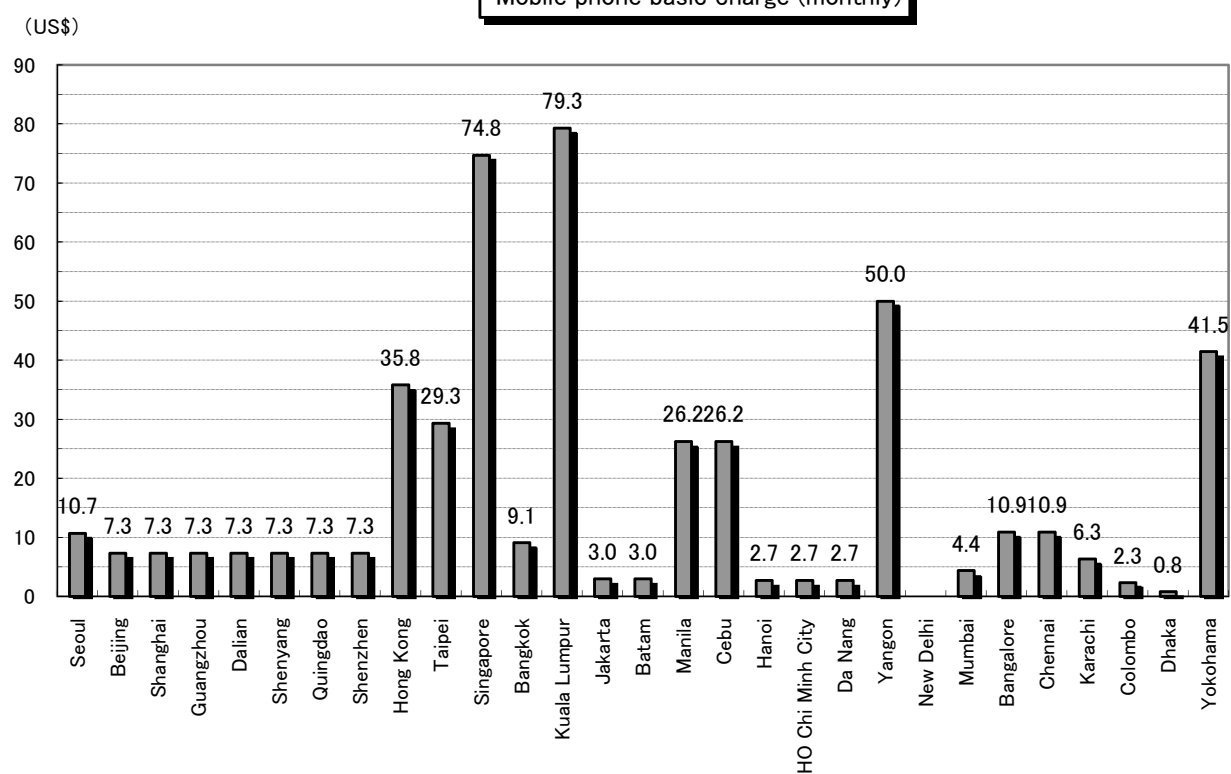
*Rents are average.

International call charge (for 3min. to Japan)



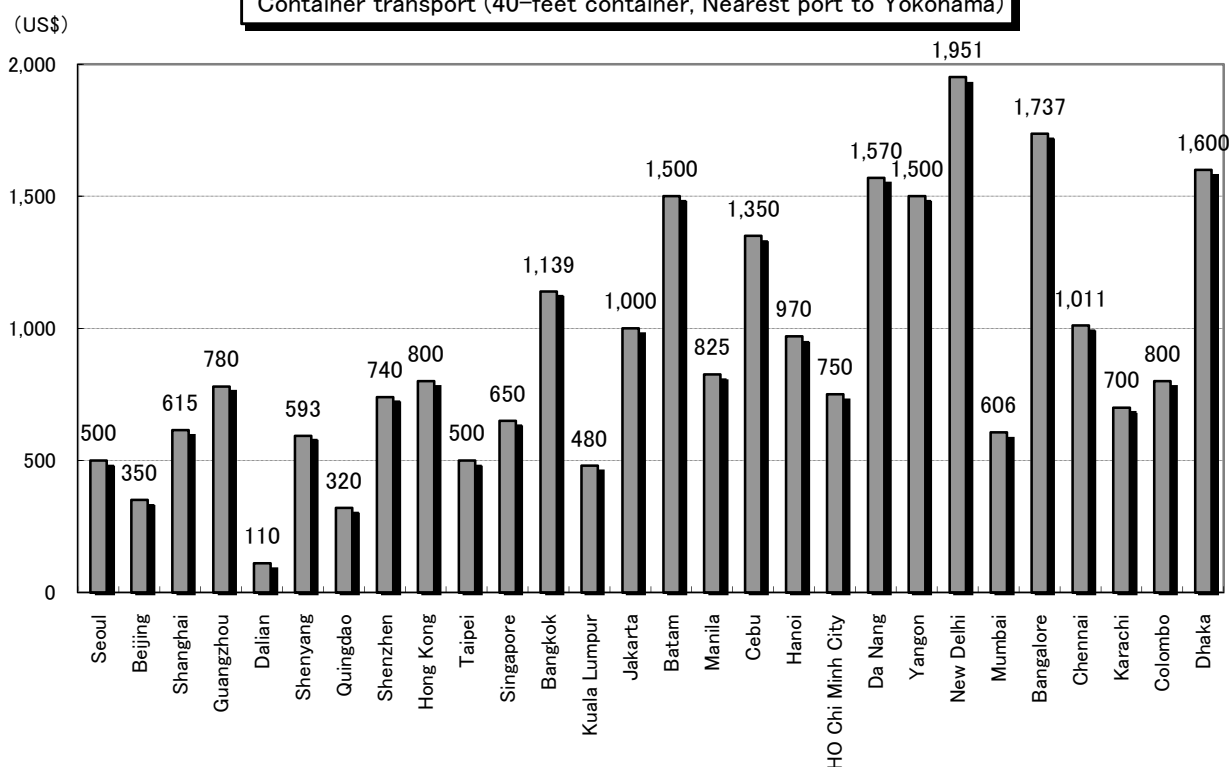
*Charges are average. Yokohama: 3minutes to Singapore

Mobile phone basic charge (monthly)



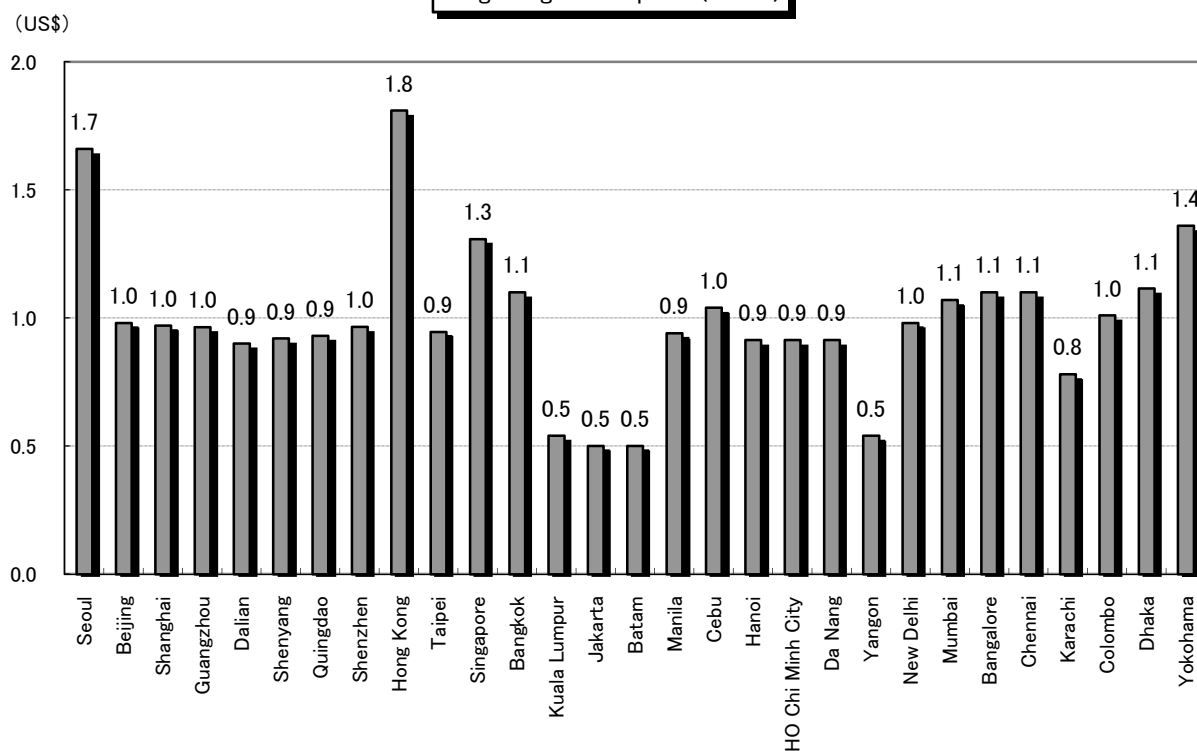
*New Delhi: No monthly basic charge.

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



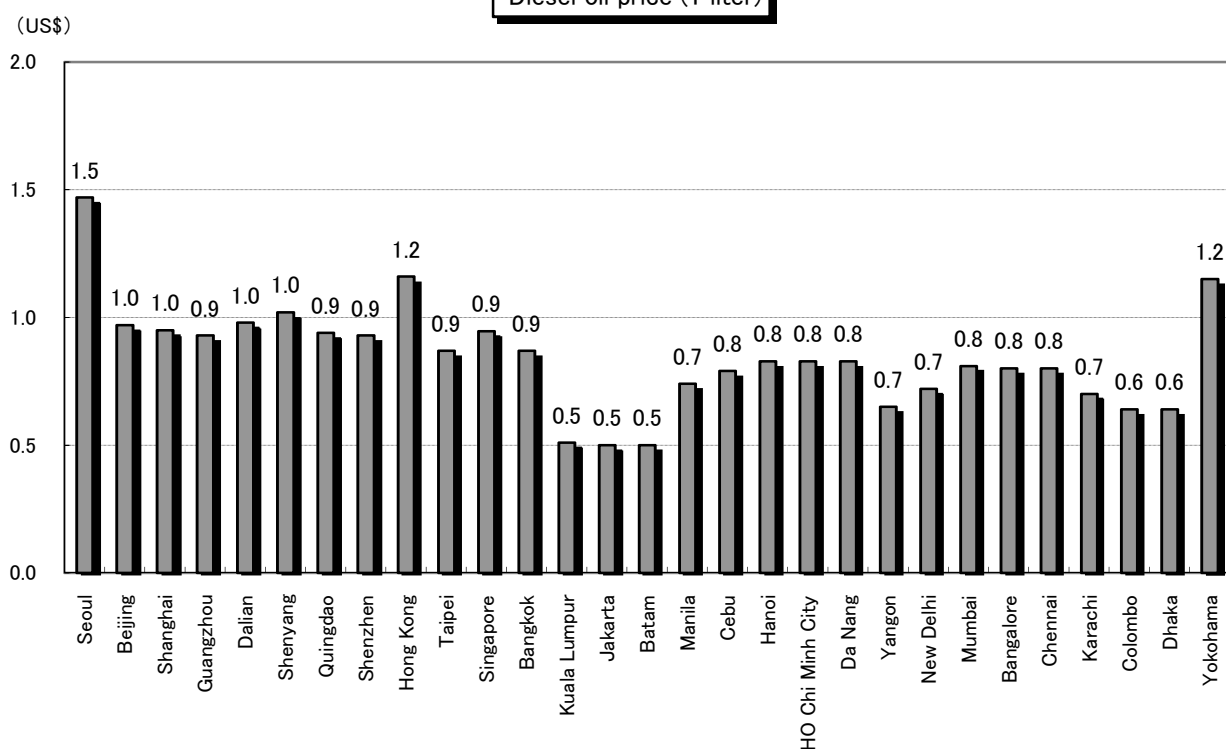
*Average

Regular gasoline price (1 liter)



*Yangon: Prices for governmental distribution.

Diesel oil price (1 liter)



*Yangon: Prices for governmental distribution.

Corporate income tax rate

