
Electronic Circuit Test Equipment in Taiwan: A Strategic Reference, 2002



Edited by

Philip M. Parker, Ph.D.

Eli Lilly Chair Professor of Innovation, Business and Society
INSEAD (Fontainebleau & Singapore)

Blank

COPYRIGHT NOTICE
ISBN 0-497-19172-5

All of ICON Group International, Inc. publications are copyrighted. Copying our publications in whole or in part, for whatever reason, is a violation of copyrights laws and can lead to penalties and fines.

Should you want to copy tables, graphs, or other materials from our publications, please contact us to request permission. ICON Group International, Inc. often grants permission for very limited reproduction of our publications for internal use, press releases, and academic research. Such reproduction requires, however, confirmed permission from ICON Group International, Inc. **Please read the full copyright notice, disclaimer, and user agreement provisions at the end of this report.**

IMPORTANT DISCLAIMER

Neither ICON Group International, Inc. nor its employees can be held accountable for the use and subsequent actions of the user of the information provided in this publication. Great efforts have been made to ensure the accuracy of the data, but we cannot guarantee, given the volume of information, accuracy. **Since the information given in this report is forward-looking, the reader should read the disclaimer statement and user agreement provisions at the end of this report.**

About Icon Group International, Inc.

Icon Group International, Inc.'s primary mission is to assist managers with their international information needs. U.S.-owned and operated, Icon Group has field offices in Paris, Hong Kong, and Lomé, Togo (West Africa). Created in 1994, Icon Group has published hundreds of multi-client databases, and global/regional market data, industry and country publications.

Global/Regional Management Studies: Summarizing over 190 countries, management studies are generally organized into regional volumes and cover key management functions. The human resource series covers minimum wages, child labor, unionization and collective bargaining. The international law series covers media control and censorship, search and seizure, and trial justice and punishment. The diversity management series covers a variety of environmental context drivers that effect global operations. These include women's rights, children's rights, discrimination/racism, and religious forces and risks. Global strategic planning studies cover economic risk assessments, political risk assessments, foreign direct investment strategy, intellectual property strategy, and export strategies. Financial management studies cover taxes and tariffs. Global marketing studies focus on target segments (e.g. seniors, children, women) and strategic marketing planning.

Country Studies: Often managers need an in-depth, yet broad and up-to-date understanding of a country's strategic market potential and situation before the first field trip or investment proposal. There are over 190 country studies available. Each study consists of analysis, statistics, forecasts, and information of relevance to managers. The studies are continually updated to insure that the reports have the most relevant information available. In addition to raw information, the reports provide relevant analyses which put a more general perspective on a country (seen in the context of relative performance vis-à-vis benchmarks).

Industry Studies: Companies are racing to become more international, if not global in their strategies. For over 2000 product/industry categories, these reports give the reader a concise summary of latent market forecasts, pro-forma financials, import competition profiles, contacts, key references and trends across 200 countries of the world. Some reports focus on a particular product and region (up to four regions per product), while others focus on a product within a particular country.

Table of Contents

1	INTRODUCTION & METHODOLOGY	1
1.1	What Does This Report Cover?	1
1.2	How to Strategically Evaluate Taiwan	1
1.3	Latent Demand and Accessibility in Taiwan	3
2	ELECTRONIC CIRCUIT TEST EQUIPMENT IN TAIWAN	5
2.1	Latent Demand and Accessibility: Background	5
2.2	Latent Demand: Aspects of Interest	5
2.2.1	Market Profile	5
2.2.2	Statistical Profile	6
2.2.3	Best Sales Prospects	7
2.2.4	Target Buyers	8
2.3	Accessibility: The Structure of Competition	9
2.3.1	Competitive Factors	9
2.3.2	Domestic Production	9
2.3.3	Imports	9
2.3.4	Third Country Imports.....	9
2.3.5	U.S. Market Position	10
2.4	Accessibility: Key Factors	10
2.4.1	Import Climate	10
2.4.2	Distribution/Business Practices	10
2.4.3	Financing.....	11
3	FINANCIAL INDICATORS: MEASURING AND TESTING INSTRUMENTS FOR ELECTRICITY AND ELECTRICAL SIGNALS	12
3.1	Overview	12
3.1.1	Financial Returns and Gaps in Taiwan.....	13
3.1.2	Labor Productivity Gaps in Taiwan	16
3.1.3	Limitations and Extensions	16
3.2	Financial Returns in Taiwan: Asset Structure Ratios	17
3.2.1	Overview	17
3.2.2	Assets – Definitions of Terms	17
3.2.3	Asset Structure: Outlook	19
3.2.4	Large Variances: Assets	20
3.2.5	Key Percentiles and Rankings	23
3.3	Financial Returns in Taiwan: Liability Structure Ratios	38
3.3.1	Overview	38
3.3.2	Liabilities and Equity – Definitions of Terms	38
3.3.3	Liability Structure: Outlook	40
3.3.4	Large Variances: Liabilities	41
3.3.5	Key Percentiles and Rankings.....	44

3.4	Financial Returns in Taiwan: Income Structure Ratios	55
3.4.1	Overview	55
3.4.2	Income Statements – Definitions of Terms	55
3.4.3	Income Structure: Outlook	57
3.4.4	Large Variances: Income.....	58
3.4.5	Key Percentiles and Rankings	61
3.5	Financial Returns in Taiwan: Profitability Ratios	74
3.5.1	Overview	74
3.5.2	Ratios – Definitions of Terms	74
3.5.3	Ratio Structure: Outlook	76
3.5.4	Large Variances: Ratios	77
3.5.5	Key Percentiles and Rankings	80
3.6	Productivity in Taiwan: Asset-Labor Ratios	95
3.6.1	Overview	95
3.6.2	Asset to Labor: Outlook	96
3.6.3	Asset to Labor: International Gaps.....	97
3.6.4	Key Percentiles and Rankings	100
3.7	Productivity in Taiwan: Liability-Labor Ratios	115
3.7.1	Overview	115
3.7.2	Liability to Labor: Outlook	115
3.7.3	Liability and Equity to Labor: International Gaps.....	116
3.7.4	Key Percentiles and Rankings	119
3.8	Productivity in Taiwan: Income-Labor Ratios	130
3.8.1	Overview	130
3.8.2	Income to Labor: Outlook	130
3.8.3	Income to Labor: Gaps	131
3.8.4	Key Percentiles and Rankings	134
4	MACRO-ACCESSIBILITY IN TAIWAN.....	147
4.1	Executive Summary	147
4.2	Quality of Infrastructure	147
4.3	Political Risks	148
4.4	Marketing Strategies	148
4.4.1	Distribution Channel Options.....	149
4.4.2	Pricing Issues.....	150
4.4.3	Creating a Sales Office.....	150
4.4.4	Selling Strategies.....	150
4.4.5	Advertising and Trade Promotion	150
4.4.6	Entering the Consumer Goods Market	153
4.4.7	Major Types of Modern Retail Stores	154
4.4.8	Additional Sales Routes	155
4.4.9	Public Sector Marketing.....	155
4.4.10	Protecting Your Products from IPR Infringement.....	156
4.4.11	Local Attorneys, Accountants, and Insurance Companies	156
4.4.12	Checking Bona Fides.....	157

4.5	Import and Export Regulation Risks	157
4.5.1	Tariffs on Non-Agricultural Products.....	157
4.5.2	Tariffs on Agricultural Products.....	157
4.5.3	Special Safeguards	158
4.5.4	Valuations on Imports	158
4.5.5	Controls on Exports.....	158
4.5.6	Documentation Required for Trade.....	159
4.5.7	Entering Temporary Imports	159
4.5.8	Public Procurement	160
4.5.9	E-Commerce.....	160
4.5.10	Additional Trade Issues.....	160
4.5.11	Adherence to Free Trade Agreements	161
4.5.12	Taiwan Customs Contact Information.....	161
4.6	Taiwan Standards Regime	161
4.6.1	National Standards	161
4.6.2	Technical Regulations	164
4.6.3	Labeling Issues.....	164
4.6.4	Key Contact Information.....	165
4.7	Openness to Foreign Investment	166
4.7.1	Conversion and Transfer Policies.....	167
4.7.2	Expropriation and Compensation	168
4.7.3	Dispute Settlement	168
4.7.4	Performance Requirements and Incentives	168
4.7.5	Right to Private Ownership and Establishment.....	169
4.7.6	Intellectual Property Risks	169
4.7.7	Transparency of the Regulatory System.....	169
4.7.8	Capital Market Risks	169
4.7.9	Political Violence	170
4.7.10	Corruption	170
4.7.11	Bilateral Investment Agreements	171
4.7.12	OPIC and Other Investment Insurance.....	171
4.7.13	Labor	171
4.7.14	Free Trade Zone Options.....	172
4.7.15	Foreign Direct Investment.....	172
4.8	Trade and Project Financing	172
4.8.1	The Banking System	172
4.8.2	Foreign Exchange Control Risks.....	173
4.8.3	Financing Availability	173
4.8.4	Methods of Payment.....	173
4.8.5	Financing Projects	173
4.8.6	Supplier Credit Guarantee Program	174
4.8.7	Major Banks with Corresponding U.S. Banking Arrangements.....	174
4.8.8	U.S. Banks.....	174
4.9	Travel Issues	175
4.9.1	Local Business Practices	176
4.9.2	Local Holidays Observed	177
4.9.3	Business Infrastructure.....	177
4.10	Economic and Trade Statistics	179
4.10.1	Investment Statistics.....	181

4.11	Contacts	187
4.11.1	U.S. Trade-Related Contacts	187
4.11.2	Washington, D.C.-Based Country Contacts	188
4.11.3	AmCham and Bilateral Business Councils.....	189
4.11.4	Trade and Industry Associations	189
4.11.5	Public Agencies.....	189
4.11.6	Other U.S. Government Contact Numbers.....	190
5	DISCLAIMERS, WARRANTIES, AND USER AGREEMENT PROVISIONS	192
5.1	Disclaimers & Safe Harbor	192
5.2	Icon Group International, Inc. User Agreement Provisions	193

1 INTRODUCTION & METHODOLOGY

1.1 WHAT DOES THIS REPORT COVER?

The primary audience for this report is managers involved with the highest levels of the strategic planning process and consultants who help their clients with this task. The user will not only benefit from the hundreds of hours that went into the methodology and its application, but also from its alternative perspective on strategic planning relating to electronic circuit test equipment in Taiwan.

As the editor of this report, I am drawing on a methodology developed at INSEAD, an international business school (www.insead.edu). For any given industry or sector, including electronic circuit test equipment, the methodology decomposes a country's strategic potential along four key dimensions: (1) latent demand, (2) micro-accessibility, (3) proxy operating pro-forma financials, and (4) macro-accessibility. A country may have very high latent demand, yet have low accessibility, making it a less attractive market than many smaller potential countries having higher levels of accessibility.

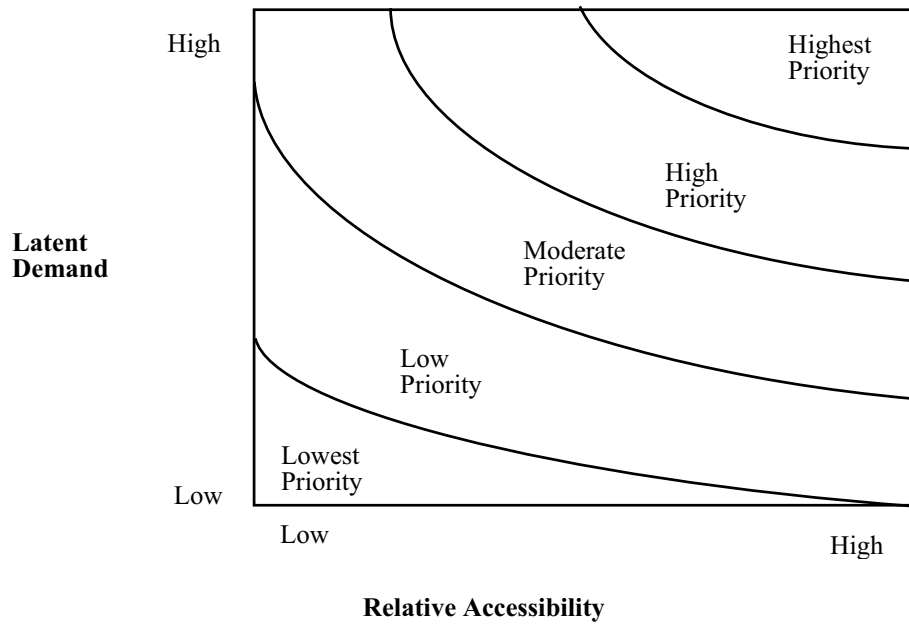
With this perspective, this report provides both a micro and a macro strategic profile of electronic circuit test equipment in Taiwan. It does so by compiling published information that directly relates to latent demand and accessibility, either at the micro or macro level. The reader new to Taiwan can quickly understand where Taiwan fits into a firm's strategic perspective. In Chapter 2, the report investigates latent demand and micro-accessibility for electronic circuit test equipment in Taiwan. In Chapters 3 and 4, the report covers proxy operating pro-forma financials and macro-accessibility in Taiwan. Macro-accessibility is a general evaluation of investment and business conditions in Taiwan.

1.2 HOW TO STRATEGICALLY EVALUATE TAIWAN

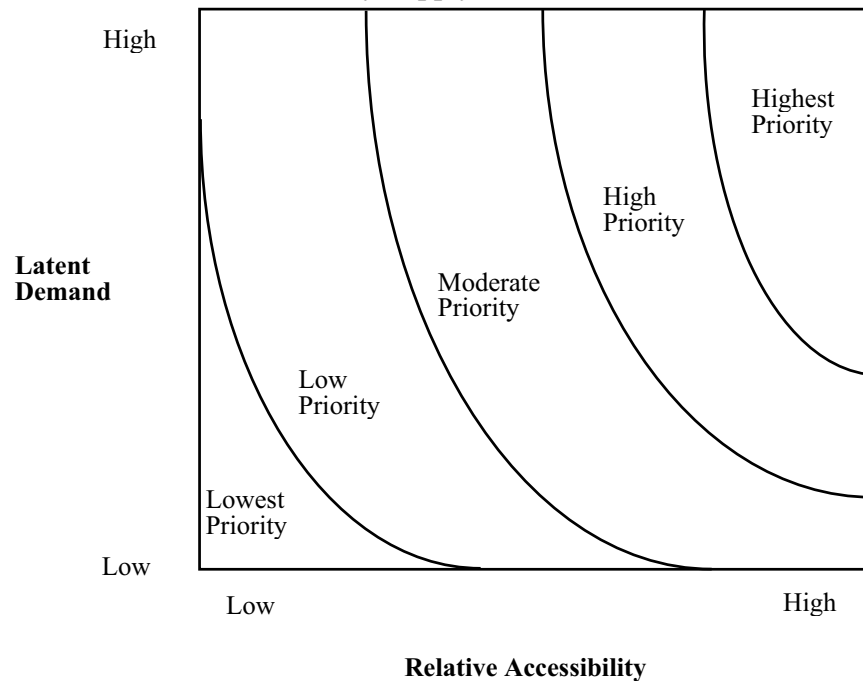
Perhaps the most efficient way of evaluating Taiwan is to consider key dimensions which themselves are composites of multiple factors. Composite portfolio approaches have long been used by strategic planners. The biggest challenge in this approach is to choose the appropriate factors that are the most relevant to international planning. The two measures of greatest relevance to electronic circuit test equipment are "latent demand" and "market accessibility". The figure below summarizes the key dimensions and recommendations of such an approach. Using these two composites, one can prioritize all countries of the world. Countries of high latent demand and high relative accessibility (e.g. easier entry for one firm compared to other firms) are given highest priority. The figure below shows two different scenarios. Accessibility is defined as a firm's ease of entering or supplying from or to a market (the "supply side"), and latent demand is an indicator of the potential in serving from or to the market (the "demand side").

Framework for Prioritizing Countries

Demand/Market Potential Driven Firm



Accessibility/Supply Averse Firm



In the top figure, the firm is driven by market potential, whereas the bottom figure represents a firm that is driven by costs or by an aversion to difficult markets. This report treats the reader as coming from a “generic firm” approaching the global market – neither a market-driven nor a cost-driven company. Planners must therefore augment this report with their own company-specific factors that might change the priorities (e.g. a Canadian firm may have higher accessibility in Canada than a German firm).

1.3 LATENT DEMAND AND ACCESSIBILITY IN TAIWAN

This report provides a detailed overview of factors driving latent demand and accessibility for electronic circuit test equipment in Taiwan. Latent demand is largely driven by economic fundamentals specific to electronic circuit test equipment. This topic is discussed in Chapter 2 using work carried out in Taiwan on behalf of American firms and authored by the United States government (typically commercial attachés or similar persons in local offices of the U.S. Department of State). I have included a number of edits to clarify the information provided. Latent demand only represents half of the picture. Chapter 2 also deals with micro-accessibility for electronic circuit test equipment in Taiwan. I use the term “micro” since the discussion is focused specifically on electronic circuit test equipment.

Chapter 3 is also a stand-alone report that I have authored. It covers proxy pro-forma financial indicators of firms operating in Taiwan. I use the word “proxy” because the provided figures only cover a “what if” scenario, based on actual operating results for firms in Taiwan. The numbers are only indicative of an average firm whose primary activity is in Taiwan. It covers a vertical analysis of the maximum likelihood balance sheet, income statement, and financial ratios of firms operating in Taiwan. It does so for a particular Standard Industrial Classification (SIC) code. That code covers “measuring and testing instruments for electricity and electrical signals”, as defined in Chapter 3. Again, while “measuring and testing instruments for electricity and electrical signals” does not exactly equate to “electronic circuit test equipment”, it nevertheless gives an indicator of how Taiwan compares to other countries for a proxy adjacent category along various dimensions.

Chapter 4 deals with macro-accessibility and covers factors that go beyond electronic circuit test equipment. A country may at first sight appear to be attractive due to a high latent demand, but it is often less attractive when one considers at the macro level how easy it might be to serve that entire potential and/or general business risks. While accessibility will always vary from one company to another for a given country, the following domains are typically considered when evaluating macro-accessibility in Taiwan:

- Openness to Trade in Taiwan
- Openness to Direct Investment in Taiwan
- Local Marketing and Entry Strategy Alternatives
- Local Human Resources

- Local Risks

Across these domains, a number of not-so-obvious factors can affect accessibility and risk. These are covered in the Chapter 4, which is a general overview of investment and business conditions in Taiwan. Chapter 4 is also presented from the perspective of an American firm, though is equally applicable to most firms entering Taiwan. This chapter is also authored by local offices of the U.S. government, as is Chapter 2. Likewise, I have included a number of edits to clarify the provided information as it relates to the general strategic framework mentioned earlier.

2 ELECTRONIC CIRCUIT TEST EQUIPMENT IN TAIWAN

2.1 LATENT DEMAND AND ACCESSIBILITY: BACKGROUND

There are a number of on-going as well as proposed investment projects for new plant construction and technology upgrades in the electronics industry in Taiwan. This is particularly significant for the semiconductor industry sector, which is making heavy capital investments in the development of Thin Film Transistor-Liquid Crystal Display (TFT-LCD), as well as eight-and 12-inch silicon-wafer fabrication plant construction and upgrading processing technologies. In addition, Taiwan's electronics industry is increasing production of advanced electronic products and components. The overall market for electronics industry production and test equipment (EIP), which slumped by 42.9 percent from 2000 to US\$8.8 billion in 2001, is expected to grow by about 8-10 percent from US\$9.1 billion in 2002 to reach US\$9.92 billion in 2005. This will provide foreign firms with excellent sales opportunities since Taiwan-produced equipment is still limited to simple, low value-added items. The United States has led the high-end sector, while Japan controls the low-medium market. Japan EIP firms are taking a very aggressive approach in the fast-growing and lucrative semiconductor sector. Nevertheless, American EIP firms are expected to continue as a major source of specialized EIP for the industrial/commercial electronics and active components industries due to the excellent performance, high reliability and durability of U.S. products.

An anticipated strong demand for semiconductor test equipment is expected to boost the market expansion of electronic circuit test equipment by about 10 percent from US\$635 million in 2001 to reaching approximately US\$850 in 2005. In 2001, about 92.3 percent of the US\$635 million sales were contributed by local semiconductor test firms. Local larger semiconductor test firms, such as Advanced Semiconductor Engineering Inc. (ASE) and Siliconware Precision Industries Co., Ltd. (SPIL), have recently announced their investment plans to increase capital expenditure on production facility expansion in an effort to meet future increased test demand by local semiconductor firms and overseas orders for Integrated Design Manufacturer (IDM) testing, the two major customers of the local semiconductor test industry.

American test equipment providers have been dominant in the Taiwan market for electronic circuit test equipment for years. They are recognized as the leaders in the semiconductor test market. With the current progressions in chip design and manufacturing sectors, U.S. suppliers should continue to lead in the semiconductor test equipment market.

Due to its importance in the local electronic circuit test equipment market, this study will focus on the semiconductor test equipment used by integrated circuit test firms on the island.

2.2 LATENT DEMAND: ASPECTS OF INTEREST

2.2.1 Market Profile

In 2001, the island's semiconductor industry was dramatically affected by a slump in worldwide semiconductor sales and inventory corrections by IC firms. This resulted in a sharp drop in capital spending for production facilities by local semiconductor firms. The Taiwan market for electronic circuit test equipment was thus impacted dramatically, declining from US\$2.55 billion in 2000 to US\$657.5 million in 2001. Meanwhile, imports of electronic circuit test equipment fell an astonishing 75% from US\$2.4 billion to US\$604.5 million. Imports from the United States in 2001 valued only US\$265 million, down from US\$1.2 billion in 2000.

Recently, Taiwan's major semiconductor firms have shown their confidence in the industry's ability to recover with significant increases in investments on wafer production plants and technology upgrading. For example, Taiwan Semiconductor Manufacturing Company (TSMC), the island's largest foundry, has allocated US\$2.55 billion for capital spending for the year 2002. TSMC has also made commitments recently to invest roughly US\$20 billion to construct five more 12-inch wafer plants in Taiwan within next ten years. Six more local large semiconductor firms have also declared an increase in their capital expenditures to either build more plants or upgrade their processing technologies with the purpose of maximizing production capacity. The six firms are United Microelectronics Corp. (UMC), Powerchip Semiconductor Corp., ProMos Technology Inc., Nanya Technology Inc., Winbond Electronics Corp., and Macronix International Co. Total capital spending by the six companies in 2002 is expected to reach over US\$3.5 billion. With Taiwan's semiconductor industry expecting substantial growth and continued increase in overseas orders for IDM testing, local semiconductor test firms are also actively expanding their production capacity by making heavy investment. In 2002, spending by Advanced Semiconductor Engineering Inc. (ASE), the island's largest testing company, will rise by about 23 percent from 2001 to US\$280 million, while Siliconware Precision Industries Co., Ltd. (SPIL) plans to spend US\$140 million in production equipment. The market demand for semiconductor test equipment is on the rise.

Due to their technological lead, U.S. test equipment suppliers have typically been quite strong in the Taiwan market. With current trends in the IC Industry moving chip design towards more advanced technology, U.S. firms are expected to continue leading the market in the future. While memory chips are still popular, there has been increased movement towards Systems-on-a-Chip (SoC) IC and other logic chips. As chips increase in complexity, accuracy and speed will continue to be the key deciding factors for purchase by Taiwan testing houses. This is a decided advantage for U.S. firms, who have reputations for providing faster, more reliable, and more advanced testing systems.

As a result of a variety of barriers established, the domestic test equipment suppliers provide little competition in the Taiwan market for a variety of reasons. One such obstacle is the mounting environmentalism in Taiwan. As Taiwan becomes increasingly concerned about its environment, it becomes increasingly aware, and intolerant, of the harmful effects created by the IC Industry as well. More importantly, however, is the lack of skilled technicians, especially as the industry advances towards newer and more sophisticated technology. This should make the Taiwan market more receptive to imports from foreign firms. U.S. test equipment providers should remain unchallenged in the Taiwan market, especially for high-end systems. The leading Japanese firm, Advantest, has only just recently launched their Rambus testers while U.S. suppliers are already known for both memory and logic testers. Therefore, while the United States already has the largest share of the Taiwan test equipment market, this number is expected to rise in the future.

2.2.2 Statistical Profile

Market Size

(USD Millions)

	2001	2002	2003	Projected Growth Rate for Following Two Years (%)
Import Market	604.5	635.0	700.0	10%
Local Production	60.0	63.0	70.0	
Exports	7.0	8.0	10.0	
Total Market	657.5	690.0	760.0	10%
Imports from U.S.	265.0	275.0	310.0	10%
Exchange Rates	33.75	33.5	33.0	

Estimated Future Inflation Rate: 0.6%

2001's Import Market Share (Percent for U.S. and Major Competitors):

- U.S.: 43.8%
- Japan: 33.9%
- Germany: 12.3%

Sources: Statistical Department, Directorate General of Customs, Ministry of Finance

2.2.3 Best Sales Prospects

From 2002 to 2003, Taiwan electronics firms are projected to spend a total of US\$1.45 billion on electronic circuit test equipment purchases. The following are product items that have the best sales potential for American suppliers, and their respective harmonized system (HS) numerical codes.

H.S. Code	Product Description
9030-2000-002	Cathode-ray oscilloscopes and cathode-ray oscillographs
9030-3100-009	Multimeters
9030-3990-002	Other instruments and apparatus for measuring or checking voltage, current, resistance or power, without a recording device
9030-4000-008	Other instruments and apparatus, specially designed for telecommunications
9031-2000-001	Test benches
9030-8200-007	Instruments and apparatus for measuring or checking semiconductor wafers or devices
9030-9010-005	Parts and accessories of instruments and apparatus for measuring and checking semiconductor wafers or devices
9030-9020-003	Parts of instruments and appliances for measuring or checking semiconductor wafers or devices
9031-4110-004	Optical instruments and appliances, electricity powered for inspecting photomasks or reticles used in manufacturing semiconductor devices
9031-4190-007	Other optical instruments and appliances for inspecting photomasks or reticles used in manufacturing semiconductor devices
9031-4991-008	Optical instruments and appliances for measuring surface particulate contamination on semiconductor wafers
9031-9010-004	Part and accessories of optical instruments and appliances for inspecting semiconductor wafers or devices or for inspecting masks, photomasks or reticles used in manufacturing semiconductor devices
9031-9020-002	Part and accessories of optical instruments and appliances for measuring surface particulate contamination on semiconductor wafers.

2.2.4 Target Buyers

Despite a disappointing year in 2001, the Taiwan semiconductor test industry is projecting growth for the next three years. In 2001, local production of the semiconductor test industry registered a 22.9% decrease from the previous year to US\$750 million. Capital spending by Taiwan's test houses also dropped substantially, by 75.1% from US\$850.4 million in 2000 to US\$212.1 million. About 90% of all capital spending was used to purchase test equipment. Due to the nature of the IC industry and the short life of the technology, a constant flow of capital spending is necessary to keep testing houses current and competitive.

The Taiwan semiconductor test industry currently consists of 36 testing firms, of which 15 are professional testing houses. The top five testing firms in Taiwan, which accounted for 60-65 percent of the total industry output, consumed roughly 60% of the total sales of semiconductor test equipment. In terms of 2001 output, the top five test firms were:

- ASE Test
- ChipMos
- King Yuan
- Walton Advanced
- Siliconware Precision Industries Co. Ltd. (SPIL)

The types of services provided were:

- Memory testing, accounting for a significant 51% of sales
- Logic IC testing, making up 27.9%
- Mixed signal IC testing, representing 14.9%
- Linear IC testing with 1.5%
- Radio Frequency IC testing (RFIC) forming 0.7%
- All other testing with 4%

However, the dominance of memory testing by local testing houses is slowly being eroded by Information Appliance (IA) products. Nevertheless, Taiwan's testing firms, with their elementary technology and lack of skilled engineers, remain in the developmental stages. Another trend emerging in the area of chip design is Systems-on-a-Chip (SoC) technology, which has proved difficult to test using traditional testing methodology. Therefore, there is a call for more advanced testing technology, such as Design-for-Testability (DFT), which would require changes in the chip during the design stage to allow more control and visibility during testing, and Built-In Self-Test (BIST), which would cut testing time and costs.

Due in large part to the recent heavy investments made by local large semiconductor firms on new wafer plants and technological upgrades, as well as an increase in demand for IDM (Integrated Design Manufacture) testing, Taiwan testing firms are expanding their production capacity to meet increased customer's demand. Many semiconductor firms have made commitments to build wafer plants in Taiwan and increase production capacity by upgrading current processing technology. Owing to these increases in investments, semiconductor test firms in the downstream industry sector are also following suit to meet higher demand.

IDM and fabless firms are two major customers of local semiconductor test firms. The two major customers represented about 47.9% and 46.8%, respectively, of the 2001 sales of the semiconductor test industry, while systems

companies made up only 5.3%. Estimated local production by the semiconductor test industry for the next three years is as follows:

Projected Growth for Taiwan Semiconductor Test Firms

Year	Expected Annual Output (in USD)	Percentage Growth
2002	\$870 million	16.0%
2003	\$1.1 billion	27.2%
2004	\$1.3 billion	17.8%

The growth of the semiconductor test industry also connotes a rise in capital spending on test equipment. According to the U.S. Semiconductor Association, Taiwan has already ordered US\$67.3 million worth of semiconductor test equipment from overseas in the first quarter of 2002, US\$ 56.3 million of which has already been shipped to the Taiwanese firms.

2.3 ACCESSIBILITY: THE STRUCTURE OF COMPETITION

2.3.1 Competitive Factors

Taiwan's test equipment users look to many factors when deciding where they should purchase their equipment. These include product performance, durability, software availability, technical support, and overall commitment. However, selection is not always based on the product alone. In some cases, Taiwanese firms have opted to stay with their long-time U.S. suppliers. Yet, U.S. firms should be aware of the role equipment pricing plays in decisions of certain testing houses.

2.3.2 Domestic Production

Domestic production of electronic circuit test equipment is negligible; local firms provide less than ten percent of the Taiwan market. Due to lack of human resources and technological know-how, Taiwanese firms are only able to produce equipment for low-level testing. There is virtually no competition for U.S. firms, since U.S. test equipment is mainly targeted towards the high-end sector.

2.3.3 Imports

More than 90% of the demand for electronic circuit test equipment in Taiwan is met by imports. The two countries with the largest shares in this market are the United States and Japan, which supplied 43.8% and 33.9% of total imports in 2001, respectively. Germany was also a presence in the market, providing 12.3% of the import demand. In 2001, total imports valued US\$604.5 million, down 75% from the previous year. However, increased investments by semiconductor firms and anticipant growths in the IC test industry are expected to stimulate import market growth by an average annual growth rate of about 10% in the next three years.

2.3.4 Third Country Imports

Japanese firms provide the strongest competition for U.S. firms in the Taiwan electronic circuit test equipment market. In the past, companies have depended on Japan to provide cheaper test system alternatives to those made in

the United States. Yet, it is important to note that in 2001, the U.S. market share was still ten percent greater than that of Japan. In addition, Japanese test equipment, while cheaper, often cannot compare to U.S.-made systems in terms of accuracy and speed. In the past, Japan's Advantest has largely benefited from its ability to provide economical testing systems. It is now developing more advanced items to be able to compete with America. Other major Japanese firms include Ando Electric and Yokogawa Electric Corporation.

European companies, most notably German firms, also have a presence in the test equipment market.

2.3.5 U.S. Market Position

In 2001, the U.S. supplied 43.8% of the island's imports for electronic circuit test equipment, almost 10% more than its closest competitor, Japan, and has also dominated the high-end market sector. Now, as the IC industry becomes more advanced and chips become more complex, testing houses are expected to increasingly turn towards U.S. firms to provide the necessary test equipment, providing excellent sales opportunities for U.S. suppliers.

U.S. firms, more notably Teradyne, Agilent Technologies, and LTX Corporation, are able to provide a more diversified product portfolio. While the U.S. test equipment is typically more expensive than its Japanese counterpart, it is thought to be more accurate, more productive, and quicker. As chips become more complex, testing houses are choosing to purchase the more advanced test equipment to meet the needs of the chips. While U.S. firms have long provided memory, logic, and SoC testers, Japanese companies have mainly stayed in memory testing. For this reason, U.S. test equipment has a large advantage over those made in Japan.

U.S. firms should note the Japanese have recently begun developments into more advanced test equipment. Yet, even with the new advancements, Taiwanese firms have long recognized the United States as the leader in the IC industry. U.S. products are regarded as higher-quality and better performers than their Japanese counterparts. In addition, many of the Taiwanese technicians were educated in the United States, making them more compatible with testers imported from the United States.

2.4 ACCESSIBILITY: KEY FACTORS

2.4.1 Import Climate

The current Taiwan tariff rate is based on the Harmonized System. The duty payable on imported products is defined on an ad valorem basis. Import duties for electronic circuit test equipment range from zero to five percent.

There are no special technical standards for imported electronic circuit test equipment. U.S. standards are generally accepted in Taiwan. Taiwan's electricity is alternating current 60 cycles, single and three phase 110-220 volts.

2.4.2 Distribution/Business Practices

U.S. equipment suppliers wishing to sell their products in Taiwan can appoint a domestic company to act as an agent or distributor if their sales volume is small. Suppliers with a large sales volume should consider setting up a branch office to provide better after-sales service and show commitment to Taiwan. Direct contact is the most efficient method of selling machinery and capital equipment in Taiwan. At present, about 60 percent of the imported front-end electronic circuit test equipment is sold through branch offices, 40 percent by agents or distributors.

2.4.3 Financing

Importers are usually responsible for arranging their own financing, although official assistance is available in certain cases. The Taiwan Export-Import Bank will, for example provide loans of up to 85% of the total contract value for sophisticated machinery and other high-technology items.

Most accounts for payment are settled by bank-to-bank Letters of Credit (L/C). On a lesser scale, company to company payments are made via open account (O/A), documents against payment (D/P), and documents against acceptance (D/A). The AIT Commercial Section recommends that U.S. exporters minimize risk by requiring their Taiwan trading partners to finance their imports through L/C's. The large majority of Taiwan's importers utilize L/C's with validity of up to 180 days.

3 FINANCIAL INDICATORS: MEASURING AND TESTING INSTRUMENTS FOR ELECTRICITY AND ELECTRICAL SIGNALS

3.1 OVERVIEW

Is Taiwan competitive? With the globalization of markets, the increased mobility of corporate assets, and the need for productive human resources, this question has become all the more complex to answer. The financial indicators section was prepared to tackle this question by focusing on certain fundamentals: financial performance and labor productivity. Rather than focus on the economy as a whole, the analysis presented here considers only one sector: measuring and testing instruments for electricity and electrical signals.

We are essentially interested in the degree to which firms operating in Taiwan have fundamentally different financial structures and performance compared to firms located elsewhere. With respect to this view of competitiveness, if one were to invest or operate in Taiwan, how would the firm's asset structure likely vary compared to a firm operating in some other country in Asia or average location in the world? In Taiwan, do firms typically hold more cash and other short term assets, or do they concentrate their assets in physical plant and equipment? On the liability side, do firms operating in Taiwan have a higher percent of payables compared to other firms operating in Asia, or do they hold a higher concentration of long term debt? The structure of the income statement is also telling. Do firms operating in Taiwan have relatively higher costs of goods sold, operating costs, or income taxes compared to firms located elsewhere in the region or the world in general? Are returns on equity higher in Taiwan? Are profit margins greater? Are inventories held longer? The financial indicators section was designed to answer these and similar questions that naturally affect one's decision to invest or operate in Taiwan. Again, we are particularly interested in measuring and testing instruments for electricity and electrical signals, and not the economy as a whole.

In many instances, people make all the difference. In addition to financial competitiveness, we consider the extent to which labor deployment and productivity in Taiwan differs from regional and global benchmarks. In this case, we are interested in the amount of labor required to operate a typical business in Taiwan and the likely returns on this human investment. What is the typical ratio of short-term and long-term assets to employee (employed in measuring and testing instruments for electricity and electrical signals operations)? What are typical capital-labor ratios? How different are these ratios to those in Asia in general and the world as a whole? What are the average sales and net profits per employee in Taiwan compared to regional benchmarks?

The goal of this section is to assist managers in gauging the competitive performance of Taiwan at the global level for measuring and testing instruments for electricity and electrical signals. With the globalization of markets, greater foreign competition, and the reduction of entry barriers, it becomes all the more important to benchmark Taiwan against other countries on a worldwide basis. Doing so, however, is not an obvious task.

This report generates international benchmarks and measures gaps that might be revealed from such an exercise. First, data is collected from companies across all regions of the world. For each of these firms, data are standardized into comparable categories (assets, liabilities, income and ratios), by country, region and on a worldwide basis. From there, we eliminate all currency effects by standardizing within each category. Global benchmarks are then compared to those estimated for measuring and testing instruments for electricity and electrical signals in Taiwan.

Though we heavily rely on historical performance, the figures reported are not historical but are forecasts and projections for the coming fiscal year.

3.1.1 Financial Returns and Gaps in Taiwan

The approach used in this report to evaluate operating performance for measuring and testing instruments for electricity and electrical signals in Taiwan is called "vertical analysis." For those unfamiliar with this type of analysis, frequently taught in graduate schools of business, the reader is recommended Jae K. Shim and Joel G. Siegel's recent book titled *Financial Management*.¹ In their discussion of financial statement analysis and ratios, Skim and Siegel (p. 42-43), describe common-size statement (vertical analysis) as follows:

A common-size statement is one that shows each item in percentage terms. Preparation of common-size statements is known as *vertical analysis*, in which a material financial statement item is used as a base value and all other accounts on the financial statement are compared to it. In the balance sheet, for example, total assets equal 100 percent, and each individual asset is stated as a percentage of total assets. Similarly, total liabilities and stockholders' equity are assigned a value of 100 percent and each liability or equity account is then stated as a percentage of total liabilities and stockholders' equity, respectively. ... For the income statement, a value of 100 percent is assigned to net sales, and all other revenues and expense accounts are related to it. It is possible to see at a glance how each dollar of sales is distributed among various costs, expenses, and profits.

The authors suggest that vertical analyses involve industry-based comparisons. Such a comparison "allows you to answer the question, 'How does a business fare in the industry?' You must compare the company's ratios to... industry norms." (p. 43-44) This approach is extended to country competitiveness (in this case Taiwan) for a particular sector (in this case measuring and testing instruments for electricity and electrical signals). This involves calculating country, regional and global norms. This introduction will describe the seven-stage methodology used to perform this analysis. Each stage should be seen as a working assumption behind the numbers presented in later chapters.

Stage 1. Industry Classification. This stage begins by classifying the company into an industry. For this, we have relied on a combination of the North American Industry Classification System (NAICS pronounced "Nakes"), a relatively new system for classifying business establishments, and the older Standard Industrial Classification (SIC) system. Adopted in 1997, NAICS codes are the new industry classification codes used by statistical agencies of the United States. NAICS was developed jointly by the U.S., Canada, and Mexico to provide comparability in statistics about business activity across North America. After 60 years of service, the outdated SIC system was retired on October 1, 2000, leaving only the NAICS codes for official use. The NAICS classification system adds some 350 new industries and represents a revision to over 60% of the previous SIC industries. Despite its official retirement, the SIC system is still commonly used (and often reported in firm's financial statements).

For most companies in the world, classification within either the new NAICS or older SIC systems is a rather straight forward exercise. For some, however, it can be problematic. This is true for several reasons. The first being that the SIC or NAICS classification systems are rather broad for many product and industry categories (a firm's products or services may be only a minor aspect of the classification's definition). The second is that some firms' activities span multiple codes. Finally, it is possible that a firm is classified by one source using its SIC code, and by another using its NAICS code, and by a third using both. Furthermore, some sources do not report either code, but instead use qualitative statements of the firm's activities. Nevertheless, if one wishes to pursue a vertical analysis, some classification needs to take place which selects a peer group. In making this classification, one can rely on a number of sources. In some countries, firms must "self" classify in official periodic reports (e.g. annual reports, 10Ks, etc.) to public authorities (such as the Securities and Exchange Commission). These reports are then open for public scrutiny (e.g. EDGAR filings). In other cases, commercial data vendors or private research firms provide SIC/NAICS codes for specific companies. These include:

- Bloomberg - www.bloomberg.com

¹ Skim and Siegel (2000), *Financial Management* published by Barron's Educational Series, Inc. (BARON'S BUSINESS LIBRARY Series), ISBN: 0-7641-1402-6.

- Datastream (Thomson Financial) - www.datastream.com
- Dun & Bradstreet - www.dnb.com
- Hoovers - www.hoovers.com
- HarrisInfoSource - www.HarrisInfo.com
- InfoUSA - www.infousa.com
- Investext (Thomson Financial) - www.investext.com
- Kompass International Neuenschwander SA. – www.kompass.com
- Moody's Investors Service - www.moodys.com
- Primark (Thomson Financial) - www.primark.com
- Profound (The Dialog Corporation – A Thomson Company) - www.profound.com
- Reuters - www.reuters.com
- Standard & Poor's - www.standardandpoors.com

It is interesting to note that commercial vendors often report different qualitative descriptions and industrial classifications from one to another. These descriptions and classifications may also be different from those reported by the firm itself. Anyone hoping to perform a benchmarking study, therefore, has to make a judgment call across these various sources in order to determine a reasonable classification. In this report, we have decided a meta-analytic process, by combining various sources (including linking a classification's keywords to qualitative descriptions of the firm's product line). In cases of inconsistency, the most recent or globally comparable available is chosen. Again, the overall goal is to classify firms, which either produce similar products, offer similar services, or are in the same stage of the value chain for a particular industrial classification. In the case of this report, the SIC code selected is: 3825 which is defined as "measuring and testing instruments for electricity and electrical signals". This classification should be seen as a working assumption. In order to obtain a more detailed discussion of this classification, the reader is referred to the Web sites developed by the U.S. Census Bureau: <http://www.census.gov/epcd/www/naics.html>. Basic definitions and descriptions are provided at: <http://www.census.gov/epcd/www/drnaics.htm#q1>. A full correspondence table between SIC and NAICS codes, and detailed definitions are given at <http://www.census.gov/epcd/www/naicstab.htm>.

Stage 2. Firm-level Data Collection. A global search was conducted across over 20,000 companies in over 40 major economies, including Taiwan, for those that report financials (balance sheet and income statements) and that are involved in measuring and testing instruments for electricity and electrical signals. It should be noted that the public-domain financials can be either historic or projections. It should also be noted that even historic figures can be modified in the future and often represent "estimates" of performance.

Stage 3. Standardization. Once collected, public domain financial figures of firms identified in Stage 2 are standardized into comparable categories (assets, liabilities, and income). Again, these are limited to firms involved in some aspect of measuring and testing instruments for electricity and electrical signals (i.e. are members of the value chain). From there, we eliminate all currency effects by standardizing within each category (creating ratios). In order to maintain comparability over time and across countries, vertical analysis is used. In the case of a firm's assets, we treat the total assets as equaling 100, irrespective of the value of the local currency. All other assets are then calculated as a percent of total assets. In this way, the structure of the firm's assets can be easily interpreted and compared with international benchmarks. For liabilities, total liabilities and equity are indexed to equal to 100. For the income statement, total revenue is indexed to equal 100, and all other figures are calculated as a percent of these figures.

Stage 4. Filtering. Not all the firms selected in Stage 2 or the ratios calculated in Stage 3 are used for the country, regional or global benchmarks, as a number of companies are purposely dropped from the analysis. This is justified by the "outlier" phenomenon that plagues such analysis. The problem lies in that any given company in the benchmarking pool may be facing some exceptional event or may be organized in an exceptional way so as to make its ratios vastly different from the norm. By including such firms, the global benchmarks can be overly skewed. In many countries, firms are organized into holding groups. These groups nominally have very few employees (e.g. 4 to 25 employees), but have extremely large assets, liabilities, or revenues. As such, the inclusion or exclusion of

firms having this form of management can affect the ratios and benchmarks reported. Likewise, some firms have no net sales, no assets, no liabilities, or ratios. Others have ratios that appear implausible for a normal or viable company. In order to not allow these firms to affect the global benchmarks, only those firms with reasonable financials have been chosen. Finally, in some countries, detailed financials are not available or are not comparable to either the company in question or the global norm (e.g. various forms of depreciation). In this case, only those which exist and are comparable are reported. The details, therefore, that comprise a given ratio or set of ratios may not be reported. This may lead to the addition of several ratios, not summing to the whole.

Stage 5. Calculation of Global Norms. Once the filtering process has eliminated outliers, a final list of companies included is compiled. Based on this list, the ratios discussed in Stage 3 are calculated for every firm, and then averaged to create country, regional and global benchmarks. The world average is calculated using each country's population as a weight.

Stage 6. Projection of Deviations. The goal of this report is not only to estimate raw ratios or averages, but also to present the difference between Taiwan and projected global averages for that same ratio. Furthermore, it can be insightful to know the location of each ratio within the distribution of the countries represented in Stage 5. These deviations, in fact, can be seen as projections or likely scenarios for the future. This is often true for two reasons. First, while a company's financials change from year to year, its ratios are often stable. This is especially true for the country, regional and global benchmarks which represent averages across companies. From a purely Bayesian sense, the difference between the company's recent ratios and the benchmarks are a reasonable prior for future deviations. This is true, even if the entire industry is hit by an external or exogenous shock, such as an oil crisis or economic slowdown. In other words, we assume that the structure of the variance in the industry's financials remains stable. Second, many of the data are based on preliminary reports that might be changed in future filings. As forecasts, therefore, the numbers derived from these are also forecasts of past and future performance (with associated uncertainties). The calculation of the difference between a country's ratios and the global benchmarks is meant to yield roughly approximate forecasts, or "useful measures". Within Asia, the reliability of estimates varies from one country to another for those ratios given in tables that report national averages. This is true because reliable source statistics are not available for all countries in Asia. Countries with the highest reliability, or sample sizes after filtering in Stage 4, include Japan, and Singapore. Others are generally econometrically extrapolated using models that use country characteristics (e.g. income per capita) as independent variables (i.e. countries having similar economic structures are assumed to have similar operating ratios). Again, the forecasts are based on the assumption of relative stability. This assumption has proven extremely robust in previous applications of this methodology (i.e. today's weather is a good predictor of tomorrow's weather, but not the weather three years from now). The results reported should be viewed as those for a "proto-typical" firm operating in Taiwan whose primary activity is measuring and testing instruments for electricity and electrical signals.

Stage 7. Projection of Ranks and Percentiles. Based on the calculation of deviations, relative ranks and percentiles are calculated across the firms used in the benchmarks. The percentile estimates the percent of a representative sample of countries in the world having values of the ratio lower than Taiwan. It is important to note that a percentile being high (or low) does not mean good (or bad) past, present or future financial performance. The reader must draw this conclusion on their own. The estimates provided were created to provide managerial insight, and not a recommendation with respect to particular investments within any country.

We graphically report, for each part of the financial statement, the larger structural differences between Taiwan and the regional and global benchmarks, and provide a summary table of ranks and percentiles. These are estimates for firm which would be involved in measuring and testing instruments for electricity and electrical signals. A deviation from the global norm need not be a bad sign. Rather, it is simply a substantial difference that might merit further attention or perhaps signal a country's relative strength or weakness for the coming fiscal year.

3.1.2 Labor Productivity Gaps in Taiwan

In the case of labor productivity measures, this report maintains comparability over time and across countries by using a common currency (the US dollar) and relates each measure to a “per employee basis”. Ratios are projected using raw financial statistics and, as ratios, are therefore comparable. Given a country’s human resource ratios, the resulting figures are benchmarked across regional and global averages. The seven stage approach given above is used in a similar manner.

We then report, for each part of the financial statement, the larger labor productivity gaps that Taiwan has vis-à-vis the worldwide average (for measuring and testing instruments for electricity and electrical signals). Again, a gap need not be a bad sign. Rather, it is simply a substantial difference that might merit further attention or signal a firm’s relative incentive to invest locally. All figures are projections, so due caution is required.

3.1.3 Limitations and Extensions

Shim and Siegal (p. 60) stress that “while ratio analysis is an effective tool for assessing a company’s financial condition,” operating Taiwan or any other country, “its limitations must be recognized.” They find that (p. 59) “no single ratio or group of ratios is adequate for assessing all aspects of a company’s financial condition” operating in a particular country. The authors note the following limitations associated with ratio analyses which apply to the global benchmarking and vertical analysis presented here (p.60):

- Accounting standards or policies may limit useful comparisons across companies
- Management accounting practices across companies and countries may not be performed in the same style
- Ratios are static and do not reveal future trends
- Ratios do not indicate the quality of the components used to calculate the ratios (i.e. ratios have ambiguous interpretations)
- Reported ratios may not reflect real values
- Companies may be highly diversified, limiting the comparability of their ratios to others
- Industry averages or norms are approximate; finer industry definitions may be required for certain interpretations or comparisons
- Financial statements and resulting ratios often mean different things to different people depending on their points of view or motivations.

Again, all figures reported here are estimates, so due caution is required. The above caveats, and the fact that statements made in this report are forward-looking, requires that this point be emphasized. A number of intervening factors can have material effect on the ratios and variances forecasted. These include changes in a company’s management style, exchange rate volatility, changes in accounting standards, the lack of oversight or comparability in accounting standards, changes in economic conditions, changes in competition, changes in the global economy, changes in source data quality, and similar factors.

3.2 FINANCIAL RETURNS IN TAIWAN: ASSET STRUCTURE RATIOS

3.2.1 Overview

In this chapter we consider the asset structure of companies involved in measuring and testing instruments for electricity and electrical signals operating in Taiwan benchmarked against global averages. The chapter begins by defining relevant terms. A common-size statement, or vertical analysis of assets is then presented for companies operating in Taiwan and the average global benchmarks (total assets = 100 percent). For ratios where there are large deviations between Taiwan and the benchmarks, graphics are provided (sometimes referred to as a financial “gap” analysis). Then the distribution of ratios is presented in the form of ranks and percentiles. Certain key vertical analysis asset ratios are highlighted across countries in the comparison group.

3.2.2 Assets – Definitions of Terms

The following definitions are provided for those less familiar with the asset-side of financial statement analysis. As this chapter deals with the vertical analysis and global benchmarking of assets, only definitions covering certain terms used in this chapter’s tables and graphs are provided here. The glossary below reflects commonly accepted definitions across various countries and official sources.

- **Accumulated Depreciation – Property, Plant & Equipment Under Capitalized Leases.** Accumulated depreciation of property, plant and equipment under capitalized leases is commonly understood as a contra asset account used to report the accumulation of periodic credits to reflect the use of the estimated service life of property, plant and equipment under capitalized lease obligations.
- **Accumulated Depreciation - Transportation Equipment.** Accumulated depreciation of transportation equipment is commonly understood to be contra asset account used to report the accumulation of periodic credits to reflect the use of the estimated service life of transportation equipment.
- **Accumulated Depreciation -Machinery & Equipment.** Accumulated depreciation of machinery and equipment is commonly understood to be contra asset account used to report the accumulation of periodic credits to reflect the use of the estimated service life of machinery and equipment.
- **Cash.** Cash is typically defined as money on hand, on deposit with chartered bank, or held in the form of eligible securities.
- **Current Assets.** Current assets are generally defined to be resources which are available, or can readily be made available, to meet the cost of operations or to pay current liabilities.
- **Finished Goods.** Finished goods generally comprise the ready-for-sale inventory.
- **Intangible Other Assets.** Intangible assets are generally understood to be nonphysical assets such as legal rights (patents and trademarks) recorded at their historical cost then reduced by systematic amortization.
- **Machinery & Equipment.** Machinery and equipment is commonly defined as a fixed asset classification which typically includes tangible property (other than land, buildings, and improvements other than buildings) with a life of more than one year. Such assets typically include office equipment, furniture, machine tools, and motor vehicles. Equipment may be attached to a structure for purposes of securing the item, but unless it is permanently attached to an integral part of the building or structure, it will generally be

classified as equipment and not buildings. Equipment is generally defined as tangible property other than land, buildings, or improvements other than buildings, which is used in operations. Examples include machinery, tools, trucks, cars, furniture, and furnishings.

- **Property Plant & Equipment Under Capitalized Leases.** Property plant & equipment under capitalized leases generally consists of the gross book value (rather than the more commonly-used measures of fixed capital stocks in current or real value), of all commercial buildings, associated land and equipment used therein that are owned by the company and that are either used or operated by the company or leased or rented to others (under capitalized leases).
- **Property Plant and Equipment - Gross.** Gross property, plant and equipment generally consists of the gross book value (rather than the more commonly-used measures of fixed capital stocks in current or real value), of all commercial buildings, associated land and equipment used therein that are owned by the company and that are either used or operated by the company or leased or rented to others.
- **Property Plant and Equipment - Net.** Net PP&E equals the original cost of property, plant, and equipment (PP&E), less accumulated depreciation, depletion and amortization (DD&A).
- **Raw Materials.** Raw materials are materials which will be converted by a manufacturer into a finished product.
- **Receivables (Net).** Net receivables are defined as the net amount due to the company from private persons, businesses, agencies, funds, or governmental units which is expected to be collected in the form of moneys, goods, and/or services.
- **Short Term Investments.** Short-term investments are investments which can be typically liquidated in less than one year.
- **Tangible Other Assets.** Other tangible assets are commonly understood to be something substantial or real that is capable of being given an actual or approximate value (market or estimated), not classified elsewhere.
- **Total Assets.** Total assets are defined as the financial representation of economic resources, the beneficial interest in which is legally or equitably secured to a particular organization as a result of a past transaction or event.
- **Total Inventories.** Total inventories are defined as the total amount of goods on hand.
- **Transportation Equipment.** Transportation equipment is equipment used for the transportation of goods for sale.
- **Work in Process.** Work in progress includes goods which have been started but are not yet ready for sale.

3.2.3 Asset Structure: Outlook

Using the methodology described in the introduction, the following table summarizes asset structure benchmarks for firms involved in measuring and testing instruments for electricity and electrical signals in Taiwan. To allow comparable benchmarking, a common index of Total Assets = 100 is used. All figures are current-year projections for companies operating in Taiwan based on latest financial results available.

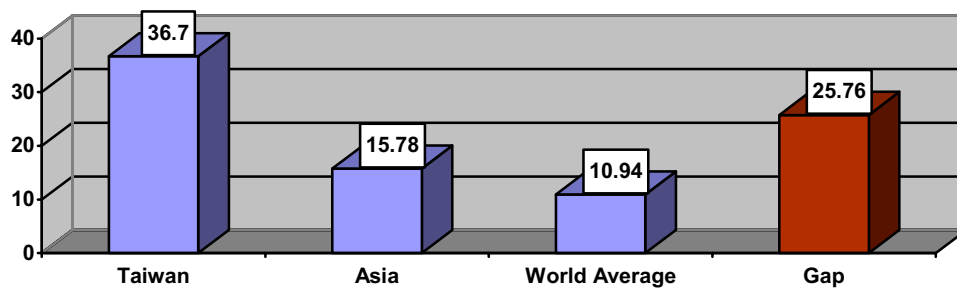
Asset Structure	Taiwan	Asia	World Avg.
Cash & Short Term Investments	36.70	15.78	10.94
Cash	36.70	5.56	3.80
Receivables (Net)	25.69	17.51	20.04
Total Inventories	5.84	12.87	15.52
Raw Materials	3.05	2.84	2.71
Work in Process	0.42	2.26	2.58
Finished Goods	2.37	5.82	3.10
Other Current Assets	1.14	0.92	1.27
Current Assets - Total	69.36	47.00	47.75
Property Plant and Equipment - Net	2.93	17.09	19.10
Property Plant and Equipment - Gross	7.19	30.15	35.42
Machinery & Equipment	6.52	17.43	21.96
Transportation Equipment	0.04	1.12	0.95
Property Plant & Equipment Under Capitalized Leases	0.62	1.61	0.68
Accumulated Depreciation - Total	4.25	13.09	16.32
Accumulated Depreciation -Machinery & Equipment	4.03	10.09	12.75
Accumulated Depreciation - Transportation Equipment	0.04	0.69	0.59
Accumulated Depreciation - PP&E Under Capitalized Leases	0.18	0.23	0.12
Other Assets	10.35	5.54	7.03
Tangible Other Assets	0.67	0.41	0.51
Intangible Other Assets	9.68	2.96	3.92
Total Assets	100.00	100.00	100.00

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

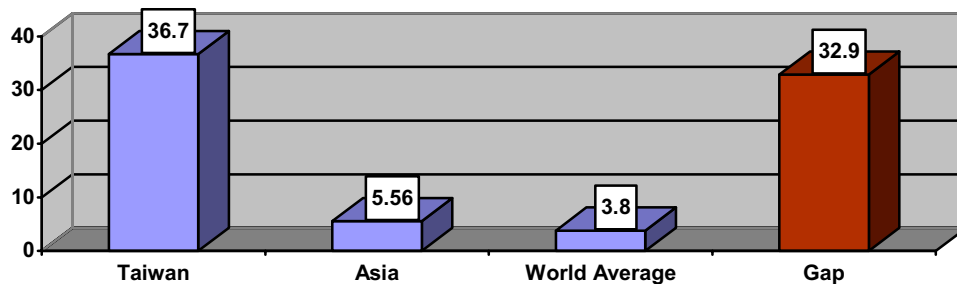
3.2.4 Large Variances: Assets

The following graphics summarize for measuring and testing instruments for electricity and electrical signals the large asset structure gaps between firms operating in Taiwan and the world average. A gap cannot necessarily be interpreted as a positive or negative reflection on performance. Gaps may signal areas of specialization, market focus, or expertise. More contextual information is required to fully interpret these gaps. The gaps highlighted here are simply those that are large.

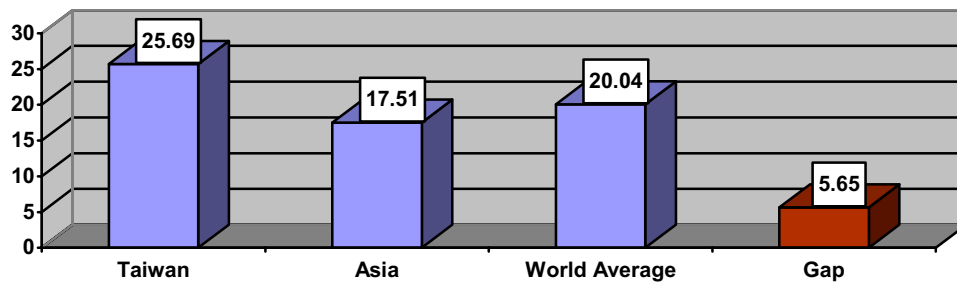
Gap: Cash & Short Term Investments

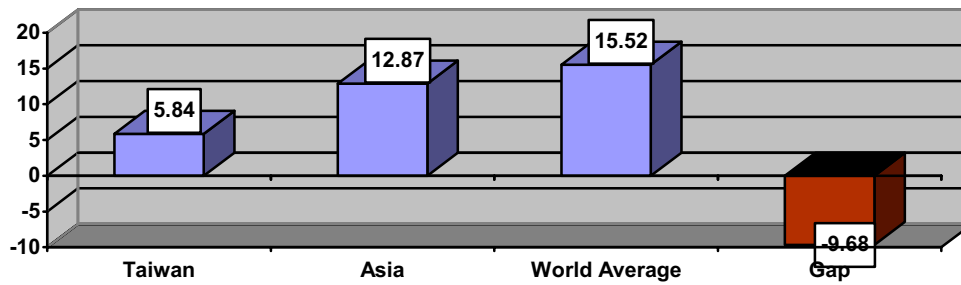
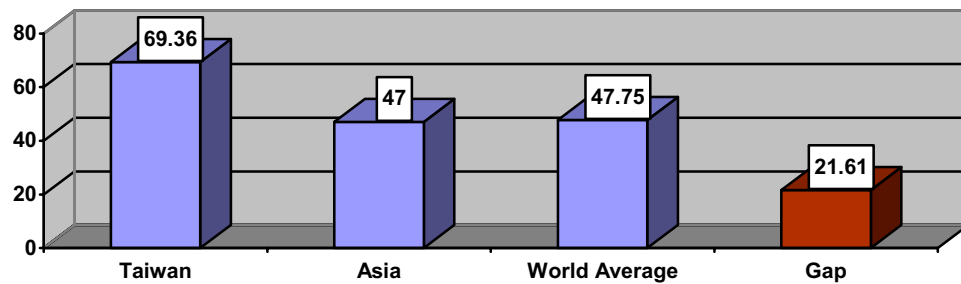
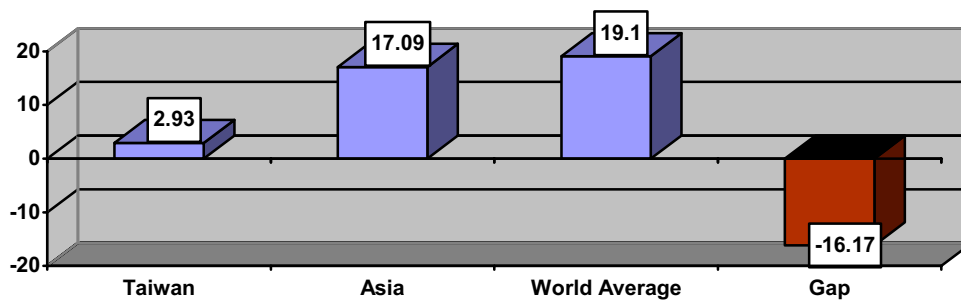
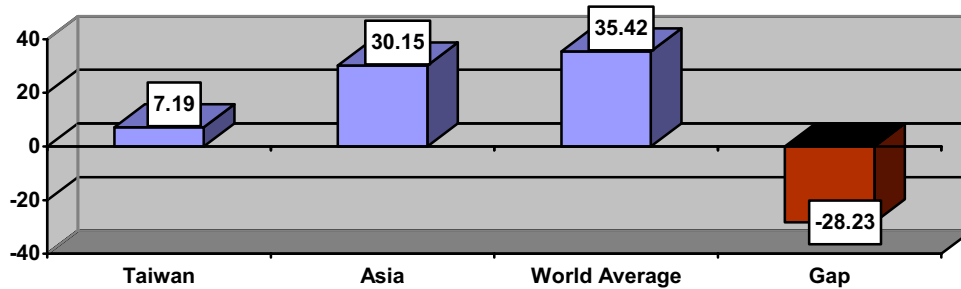


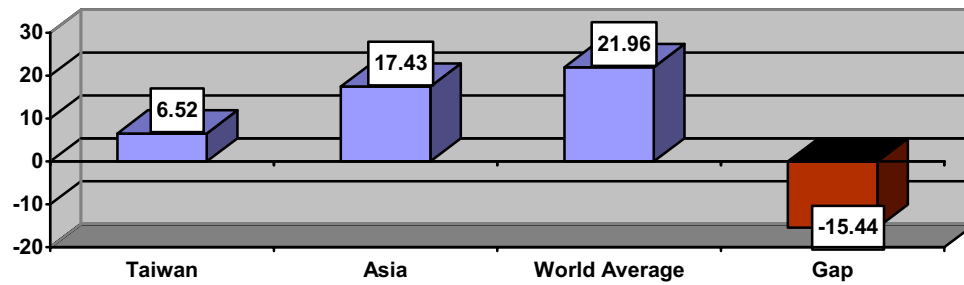
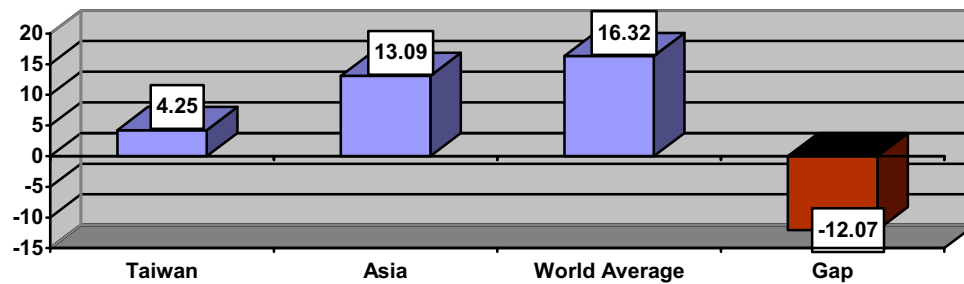
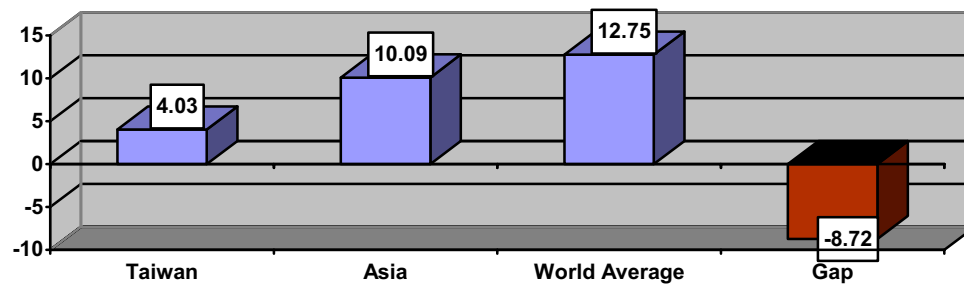
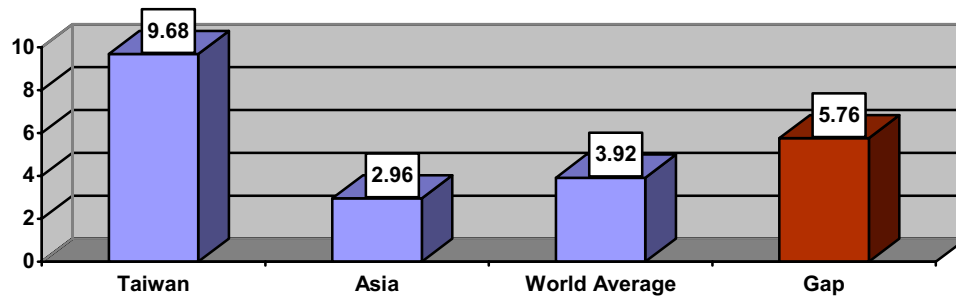
Gap: Cash



Gap: Receivables (Net)



Gap: Total Inventories**Gap: Current Assets - Total****Gap: Property Plant and Equipment - Net****Gap: Property Plant and Equipment - Gross**

Gap: Machinery & Equipment**Gap: Accumulated Depreciation - Total****Gap: Accumulated Depreciation -Machinery & Equipment****Gap: Intangible Other Assets**

3.2.5 Key Percentiles and Rankings

We now consider the distribution of asset ratios for measuring and testing instruments for electricity and electrical signals using ranks and percentiles. What percent of countries have a value lower or higher than Taiwan (what is the ratio's rank or percentile)? The table below answers this question with respect to the vertical analysis of asset structure. The ranks and percentiles indicate, from highest to lowest, where a value falls within the distribution of all countries considered in the global benchmark (the number of countries in the benchmark per line item may vary, as indicated in the Rank). Again, a high or low figure does not necessarily indicate good or bad performance. After the summary table below, a few key vertical asset ratios are highlighted in additional tables.

Asset Structure	Taiwan	Rank of Total	Percentile
Cash & Short Term Investments	36.70	9 of 53	83.02
Cash	36.70	3 of 52	94.23
Receivables (Net)	25.69	17 of 53	67.92
Total Inventories	5.84	40 of 53	24.53
Raw Materials	3.05	28 of 46	39.13
Work in Process	0.42	42 of 46	8.70
Finished Goods	2.37	24 of 47	48.94
Other Current Assets	1.14	20 of 34	41.18
Current Assets - Total	69.36	14 of 53	73.58
Property Plant and Equipment - Net	2.93	48 of 53	9.43
Property Plant and Equipment - Gross	7.19	46 of 53	13.21
Machinery & Equipment	6.52	36 of 51	29.41
Transportation Equipment	0.04	38 of 42	9.52
Property Plant & Equipment Under Capitalized Leases	0.62	23 of 36	36.11
Accumulated Depreciation - Total	4.25	38 of 53	28.30
Accumulated Depreciation -Machinery & Equipment	4.03	36 of 51	29.41
Accumulated Depreciation - Transportation Equipment	0.04	37 of 41	9.76
Accumulated Depreciation - P P & E Under Capitalized Leases	0.18	15 of 34	55.88
Other Assets	10.35	18 of 42	57.14
Tangible Other Assets	0.67	15 of 32	53.13
Intangible Other Assets	9.68	13 of 42	69.05
Total Assets	100.00		

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Cash & Short Term Investments

Countries	Value (total assets = 100)	Rank	Percentile	Region
Malaysia	67.25	1	98.11	Asia
South Africa	67.21	2	96.23	Africa
Brazil	60.89	3	94.34	Latin America
Chile	57.94	4	92.45	Latin America
Israel	44.41	5	90.57	the Middle East
Ireland	44.04	6	88.68	Europe
Thailand	44.03	7	86.79	Asia
Taiwan	36.70	9	83.02	Asia
Portugal	33.03	11	79.25	Europe
Peru	32.54	12	77.36	Latin America
Greece	30.09	13	75.47	Europe
Czech Republic	26.79	14	73.58	Europe
Argentina	24.96	15	71.70	Latin America
Belgium	23.57	17	67.92	Europe
New Zealand	23.22	18	66.04	Oceania
Hong Kong	22.75	19	64.15	Asia
Sweden	21.67	20	62.26	Europe
Philippines	19.54	21	60.38	Asia
Japan	17.09	22	58.49	Asia
Norway	16.84	23	56.60	Europe
USA	16.50	25	52.83	North America
Switzerland	14.97	26	50.94	Europe
France	14.20	27	49.06	Europe
Netherlands	13.82	28	47.17	Europe
Canada	13.51	29	45.28	North America
Luxembourg	12.95	30	43.40	Europe
the United Kingdom	11.80	31	41.51	Europe
Italy	11.75	32	39.62	Europe
Denmark	10.74	33	37.74	Europe
South Korea	9.37	34	35.85	Asia
Finland	9.31	35	33.96	Europe
Russian Federation	8.45	37	30.19	Europe
Austria	7.66	38	28.30	Europe
Hungary	7.59	39	26.42	Europe
Poland	6.21	40	24.53	Europe
Singapore	6.17	41	22.64	Asia
Germany	5.98	42	20.75	Europe
Indonesia	5.29	43	18.87	Asia
Turkey	5.18	44	16.98	the Middle East
Mexico	5.16	45	15.09	Latin America
Australia	4.46	48	9.43	Oceania
China	3.24	50	5.66	Asia
Pakistan	3.19	51	3.77	the Middle East
Spain	2.84	52	1.89	Europe
India	2.46	53	0.00	Asia

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Cash & Short Term Investments (Measuring and Testing Instruments for Electricity and Electrical Signals)

Countries in Asia	Value (total assets = 100)	Rank	Percentile
Malaysia	67.25	1	96.15
Thailand	44.03	2	92.31
Mongolia	39.28	3	88.46
Taiwan	36.70	4	84.62
North Korea	31.58	5	80.77
Macau	24.59	6	76.92
Hong Kong	22.75	7	73.08
Papua New Guinea	22.08	8	69.23
Burma	19.61	9	65.38
Philippines	19.54	10	61.54
Japan	17.09	11	57.69
Brunei	13.52	12	53.85
South Korea	9.37	13	50.00
Seychelles	7.88	14	46.15
Singapore	6.17	15	42.31
Indonesia	5.29	16	38.46
Maldives	4.82	17	34.62
Sri Lanka	3.80	18	30.77
China	3.24	19	26.92
India	2.46	20	23.08
Cambodia	1.87	21	19.23
Laos	1.80	22	15.38
Vietnam	1.63	23	11.54
Bangladesh	1.40	24	7.69
Bhutan	1.33	25	3.85
Nepal	1.19	26	0.00

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Receivables (Net)

Countries	Value (total assets = 100)	Rank	Percentile	Region
Austria	51.50	1	98.11	Europe
India	45.82	2	96.23	Asia
Australia	38.97	3	94.34	Oceania
Spain	37.04	4	92.45	Europe
Denmark	36.84	5	90.57	Europe
Norway	35.29	6	88.68	Europe
Germany	31.95	7	86.79	Europe
Italy	31.33	8	84.91	Europe
France	31.22	9	83.02	Europe
Israel	31.09	10	81.13	the Middle East
Ireland	30.83	11	79.25	Europe
Finland	30.65	12	77.36	Europe
Netherlands	28.23	13	75.47	Europe
Belgium	27.83	14	73.58	Europe
Japan	26.86	15	71.70	Asia
the United Kingdom	25.98	16	69.81	Europe
Taiwan	25.69	17	67.92	Asia
Sweden	24.66	18	66.04	Europe
New Zealand	24.46	19	64.15	Oceania
Singapore	24.03	20	62.26	Asia
Hong Kong	23.96	21	60.38	Asia
Portugal	23.12	22	58.49	Europe
Canada	22.40	23	56.60	North America
Switzerland	21.26	24	54.72	Europe
USA	21.13	25	52.83	North America
Greece	21.07	26	50.94	Europe
Czech Republic	18.75	27	49.06	Europe
Luxembourg	18.39	28	47.17	Europe
Argentina	17.47	29	45.28	Latin America
Indonesia	15.54	30	43.40	Asia
South Korea	11.73	32	39.62	Asia
Russian Federation	10.57	35	33.96	Europe
China	9.53	36	32.08	Asia
Hungary	9.49	37	30.19	Europe
Pakistan	9.37	38	28.30	the Middle East
Malaysia	7.93	39	26.42	Asia
South Africa	7.93	40	24.53	Africa
Poland	7.76	41	22.64	Europe
Brazil	7.18	42	20.75	Latin America
Chile	6.83	43	18.87	Latin America
Turkey	6.48	44	16.98	the Middle East
Mexico	6.46	45	15.09	Latin America
Thailand	5.19	47	11.32	Asia
Peru	3.84	50	5.66	Latin America
Philippines	2.30	52	1.89	Asia

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Receivables (Net)
(Measuring and Testing Instruments for Electricity and Electrical Signals)

Countries in Asia	Value (total assets = 100)	Rank	Percentile
India	45.82	1	96.15
Cambodia	34.76	2	92.31
Laos	33.52	3	88.46
Vietnam	30.42	4	84.62
Japan	26.86	5	80.77
Bangladesh	26.07	6	76.92
Taiwan	25.69	7	73.08
Bhutan	24.83	8	69.23
Singapore	24.03	9	65.38
Hong Kong	23.96	10	61.54
Nepal	22.22	11	57.69
Brunei	19.20	12	53.85
Macau	17.21	13	50.00
Indonesia	15.54	14	46.15
Maldives	14.17	15	42.31
South Korea	11.73	16	38.46
Sri Lanka	11.18	17	34.62
Seychelles	9.86	18	30.77
China	9.53	19	26.92
Malaysia	7.93	20	23.08
Thailand	5.19	21	19.23
Mongolia	4.63	22	15.38
North Korea	3.72	23	11.54
Papua New Guinea	2.60	24	7.69
Burma	2.31	25	3.85
Philippines	2.30	26	0.00

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Total Inventories

Countries	Value (total assets = 100)	Rank	Percentile	Region
Singapore	38.39	1	98.11	Asia
Italy	33.78	2	96.23	Europe
Indonesia	33.29	3	94.34	Asia
Australia	30.91	5	90.57	Oceania
Austria	29.24	6	88.68	Europe
Germany	27.38	7	86.79	Europe
Spain	25.36	8	84.91	Europe
France	23.51	10	81.13	Europe
Norway	22.95	11	79.25	Europe
Belgium	22.06	12	77.36	Europe
Canada	21.48	13	75.47	North America
China	20.41	14	73.58	Asia
Pakistan	20.07	15	71.70	the Middle East
USA	18.65	16	69.81	North America
Denmark	18.30	17	67.92	Europe
Finland	18.02	18	66.04	Europe
the United Kingdom	17.57	19	64.15	Europe
India	17.23	20	62.26	Asia
Switzerland	17.15	21	60.38	Europe
Japan	16.10	22	58.49	Asia
South Korea	15.95	23	56.60	Asia
Netherlands	15.89	24	54.72	Europe
Luxembourg	14.83	25	52.83	Europe
New Zealand	14.78	26	50.94	Oceania
Hong Kong	14.49	28	47.17	Asia
Russian Federation	14.37	29	45.28	Europe
Sweden	13.76	30	43.40	Europe
Hungary	12.91	31	41.51	Europe
Poland	10.56	32	39.62	Europe
Turkey	8.81	33	37.74	the Middle East
Mexico	8.79	34	35.85	Latin America
Israel	7.06	36	32.08	the Middle East
Ireland	7.00	37	30.19	Europe
Malaysia	5.86	38	28.30	Asia
South Africa	5.86	39	26.42	Africa
Taiwan	5.84	40	24.53	Asia
Brazil	5.31	41	22.64	Latin America
Portugal	5.25	42	20.75	Europe
Chile	5.05	43	18.87	Latin America
Greece	4.79	44	16.98	Europe
Czech Republic	4.26	45	15.09	Europe
Argentina	3.97	46	13.21	Latin America
Thailand	3.84	47	11.32	Asia
Peru	2.84	50	5.66	Latin America
Philippines	1.70	52	1.89	Asia

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Total Inventories
(Measuring and Testing Instruments for Electricity and Electrical Signals)

Countries in Asia	Value (total assets = 100)	Rank	Percentile
Singapore	38.39	1	96.15
Indonesia	33.29	2	92.31
Maldives	30.35	3	88.46
Sri Lanka	23.94	4	84.62
China	20.41	5	80.77
India	17.23	6	76.92
Japan	16.10	7	73.08
South Korea	15.95	8	69.23
Brunei	15.49	9	65.38
Hong Kong	14.49	10	61.54
Seychelles	13.41	11	57.69
Cambodia	13.08	12	53.85
Laos	12.61	13	50.00
Vietnam	11.44	14	46.15
Bangladesh	9.81	15	42.31
Bhutan	9.34	16	38.46
Nepal	8.36	17	34.62
Malaysia	5.86	18	30.77
Taiwan	5.84	19	26.92
Macau	3.91	20	23.08
Thailand	3.84	21	19.23
Mongolia	3.42	22	15.38
North Korea	2.75	23	11.54
Papua New Guinea	1.93	24	7.69
Burma	1.71	25	3.85
Philippines	1.70	26	0.00

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Current Assets - Total

Countries	Value (total assets = 100)	Rank	Percentile	Region
Austria	89.72	1	98.11	Europe
Israel	83.93	2	96.23	the Middle East
Ireland	83.24	3	94.34	Europe
Malaysia	81.34	4	92.45	Asia
South Africa	81.29	5	90.57	Africa
Italy	77.94	6	88.68	Europe
Belgium	75.20	7	86.79	Europe
Norway	75.08	8	84.91	Europe
Australia	74.78	9	83.02	Oceania
Brazil	73.65	10	81.13	Latin America
Spain	70.44	11	79.25	Europe
Chile	70.08	12	77.36	Latin America
Singapore	69.57	13	75.47	Asia
Taiwan	69.36	14	73.58	Asia
France	69.24	15	71.70	Europe
Germany	68.31	16	69.81	Europe
Denmark	67.05	17	67.92	Europe
India	65.54	18	66.04	Asia
Sweden	65.10	19	64.15	Europe
Japan	63.11	20	62.26	Asia
Finland	63.04	21	60.38	Europe
New Zealand	62.53	22	58.49	Oceania
Portugal	62.43	23	56.60	Europe
Hong Kong	61.27	24	54.72	Asia
USA	61.10	25	52.83	North America
Netherlands	59.97	26	50.94	Europe
Canada	58.55	27	49.06	North America
the United Kingdom	58.20	28	47.17	Europe
Indonesia	57.97	29	45.28	Asia
Greece	56.88	30	43.40	Europe
Switzerland	54.94	31	41.51	Europe
Thailand	53.26	33	37.74	Asia
Czech Republic	50.64	34	35.85	Europe
Luxembourg	47.51	35	33.96	Europe
Argentina	47.17	36	32.08	Latin America
Peru	39.35	40	24.53	Latin America
South Korea	37.38	41	22.64	Asia
China	35.55	42	20.75	Asia
Pakistan	34.95	43	18.87	the Middle East
Russian Federation	33.69	45	15.09	Europe
Hungary	30.27	46	13.21	Europe
Poland	24.75	48	9.43	Europe
Philippines	23.63	49	7.55	Asia
Turkey	20.65	50	5.66	the Middle East
Mexico	20.59	51	3.77	Latin America

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Current Assets - Total
(Measuring and Testing Instruments for Electricity and Electrical Signals)

Countries in Asia	Value (total assets = 100)	Rank	Percentile
Malaysia	81.34	1	96.15
Singapore	69.57	2	92.31
Taiwan	69.36	3	88.46
India	65.54	4	84.62
Japan	63.11	5	80.77
Hong Kong	61.27	6	76.92
Indonesia	57.97	7	73.08
Thailand	53.26	8	69.23
Maldives	52.85	9	65.38
Cambodia	49.73	10	61.54
Brunei	49.61	11	57.69
Laos	47.96	12	53.85
Mongolia	47.51	13	50.00
Macau	46.47	14	46.15
Vietnam	43.52	15	42.31
Sri Lanka	41.69	16	38.46
North Korea	38.20	17	34.62
South Korea	37.38	18	30.77
Bangladesh	37.30	19	26.92
China	35.55	20	23.08
Bhutan	35.52	21	19.23
Nepal	31.79	22	15.38
Seychelles	31.44	23	11.54
Papua New Guinea	26.71	24	7.69
Burma	23.72	25	3.85
Philippines	23.63	26	0.00

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Property Plant and Equipment - Net

Countries	Value (total assets = 100)	Rank	Percentile	Region
South Korea	40.77	1	98.11	Asia
Russian Federation	36.74	3	94.34	Europe
Hungary	33.01	4	92.45	Europe
New Zealand	30.63	5	90.57	Oceania
Hong Kong	30.02	6	88.68	Asia
Indonesia	28.80	7	86.79	Asia
Poland	27.00	9	83.02	Europe
India	26.64	10	81.13	Asia
Japan	26.06	11	79.25	Asia
Singapore	25.34	12	77.36	Asia
the United Kingdom	25.22	13	75.47	Europe
Switzerland	24.99	14	73.58	Europe
Denmark	23.25	15	71.70	Europe
Turkey	22.52	16	69.81	the Middle East
Mexico	22.46	17	67.92	Latin America
Canada	21.97	18	66.04	North America
Luxembourg	21.61	19	64.15	Europe
Germany	19.75	22	58.49	Europe
Finland	19.11	23	56.60	Europe
Norway	18.41	24	54.72	Europe
USA	17.71	25	52.83	North America
China	17.66	26	50.94	Asia
Netherlands	17.57	27	49.06	Europe
Pakistan	17.36	28	47.17	the Middle East
Australia	15.32	29	45.28	Oceania
Belgium	14.95	30	43.40	Europe
Sweden	14.91	31	41.51	Europe
Spain	12.69	32	39.62	Europe
France	11.23	33	37.74	Europe
Malaysia	11.14	34	35.85	Asia
South Africa	11.13	35	33.96	Africa
Brazil	10.08	36	32.08	Latin America
Italy	10.06	37	30.19	Europe
Chile	9.59	38	28.30	Latin America
Thailand	7.29	39	26.42	Asia
Peru	5.39	42	20.75	Latin America
Austria	5.09	43	18.87	Europe
Israel	3.55	45	15.09	the Middle East
Ireland	3.52	46	13.21	Europe
Philippines	3.24	47	11.32	Asia
Taiwan	2.93	48	9.43	Asia
Portugal	2.64	50	5.66	Europe
Greece	2.41	51	3.77	Europe
Czech Republic	2.14	52	1.89	Europe
Argentina	2.00	53	0.00	Latin America

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Property Plant and Equipment - Net
(Measuring and Testing Instruments for Electricity and Electrical Signals)

Countries in Asia	Value (total assets = 100)	Rank	Percentile
South Korea	40.77	1	96.15
Seychelles	34.29	2	92.31
Hong Kong	30.02	3	88.46
Indonesia	28.80	4	84.62
India	26.64	5	80.77
Maldives	26.26	6	76.92
Japan	26.06	7	73.08
Singapore	25.34	8	69.23
Brunei	22.56	9	65.38
Sri Lanka	20.71	10	61.54
Cambodia	20.22	11	57.69
Laos	19.49	12	53.85
Vietnam	17.69	13	50.00
China	17.66	14	46.15
Bangladesh	15.16	15	42.31
Bhutan	14.44	16	38.46
Nepal	12.92	17	34.62
Malaysia	11.14	18	30.77
Thailand	7.29	19	26.92
Mongolia	6.51	20	23.08
North Korea	5.23	21	19.23
Papua New Guinea	3.66	22	15.38
Burma	3.25	23	11.54
Philippines	3.24	24	7.69
Taiwan	2.93	25	3.85
Macau	1.97	26	0.00

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Accumulated Depreciation - Total

Countries	Value (total assets = 100)	Rank	Percentile	Region
Germany	38.22	1	98.11	Europe
Spain	35.06	2	96.23	Europe
Japan	32.39	3	94.34	Asia
Indonesia	30.06	4	92.45	Asia
the United Kingdom	28.15	6	88.68	Europe
Norway	25.61	7	86.79	Europe
Switzerland	24.76	8	84.91	Europe
Denmark	24.40	9	83.02	Europe
India	23.97	10	81.13	Asia
Netherlands	21.67	11	79.25	Europe
Luxembourg	21.41	13	75.47	Europe
USA	19.61	14	73.58	North America
New Zealand	18.96	15	71.70	Oceania
Hong Kong	18.58	16	69.81	Asia
China	18.43	17	67.92	Asia
France	18.36	18	66.04	Europe
Pakistan	18.12	19	64.15	the Middle East
Finland	17.45	20	62.26	Europe
Belgium	15.06	21	60.38	Europe
Canada	14.29	22	58.49	North America
Sweden	13.03	23	56.60	Europe
Italy	12.21	24	54.72	Europe
South Korea	12.08	25	52.83	Asia
Singapore	12.02	26	50.94	Asia
Australia	11.52	27	49.06	Oceania
Russian Federation	10.88	29	45.28	Europe
Hungary	9.78	30	43.40	Europe
Poland	8.00	31	41.51	Europe
Turkey	6.67	32	39.62	the Middle East
Mexico	6.65	33	37.74	Latin America
Austria	6.49	34	35.85	Europe
Israel	5.14	36	32.08	the Middle East
Ireland	5.10	37	30.19	Europe
Taiwan	4.25	38	28.30	Asia
Malaysia	3.93	39	26.42	Asia
South Africa	3.93	40	24.53	Africa
Portugal	3.83	41	22.64	Europe
Brazil	3.56	42	20.75	Latin America
Greece	3.49	43	18.87	Europe
Chile	3.39	44	16.98	Latin America
Czech Republic	3.10	45	15.09	Europe
Argentina	2.89	46	13.21	Latin America
Thailand	2.58	47	11.32	Asia
Peru	1.90	50	5.66	Latin America
Philippines	1.14	52	1.89	Asia

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Accumulated Depreciation - Total
(Measuring and Testing Instruments for Electricity and Electrical Signals)

Countries in Asia	Value (total assets = 100)	Rank	Percentile
Japan	32.39	1	96.15
Indonesia	30.06	2	92.31
Maldives	27.41	3	88.46
India	23.97	4	84.62
Brunei	22.36	5	80.77
Sri Lanka	21.62	6	76.92
Hong Kong	18.58	7	73.08
China	18.43	8	69.23
Cambodia	18.19	9	65.38
Laos	17.54	10	61.54
Vietnam	15.91	11	57.69
Bangladesh	13.64	12	53.85
Bhutan	12.99	13	50.00
South Korea	12.08	14	46.15
Singapore	12.02	15	42.31
Nepal	11.63	16	38.46
Seychelles	10.16	17	34.62
Taiwan	4.25	18	30.77
Malaysia	3.93	19	26.92
Macau	2.85	20	23.08
Thailand	2.58	21	19.23
Mongolia	2.30	22	15.38
North Korea	1.85	23	11.54
Papua New Guinea	1.29	24	7.69
Burma	1.15	25	3.85
Philippines	1.14	26	0.00

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Intangible Other Assets

Countries	Value (total assets = 100)	Rank	Percentile	Region
USA	19.69	1	97.62	North America
Netherlands	17.78	2	95.24	Europe
Switzerland	15.77	3	92.86	Europe
France	15.28	4	90.48	Europe
Sweden	14.87	5	88.10	Europe
Finland	14.18	6	85.71	Europe
Luxembourg	13.64	7	83.33	Europe
Canada	13.12	8	80.95	North America
the United Kingdom	11.81	9	78.57	Europe
Israel	11.71	10	76.19	the Middle East
Ireland	11.61	11	73.81	Europe
Australia	10.29	12	71.43	Oceania
Taiwan	9.68	13	69.05	Asia
Belgium	9.09	14	66.67	Europe
Portugal	8.71	15	64.29	Europe
Denmark	8.22	16	61.90	Europe
Spain	8.01	17	59.52	Europe
Greece	7.94	18	57.14	Europe
Italy	7.45	19	54.76	Europe
Czech Republic	7.06	20	52.38	Europe
Germany	6.82	21	50.00	Europe
Argentina	6.58	22	47.62	Latin America
South Korea	4.95	23	45.24	Asia
India	4.48	25	40.48	Asia
Russian Federation	4.46	26	38.10	Europe
Hungary	4.01	27	35.71	Europe
New Zealand	3.74	28	33.33	Oceania
Hong Kong	3.67	29	30.95	Asia
Poland	3.28	30	28.57	Europe
Indonesia	3.17	31	26.19	Asia
Austria	2.83	33	21.43	Europe
Norway	2.75	34	19.05	Europe
Turkey	2.73	35	16.67	the Middle East
Mexico	2.72	36	14.29	Latin America
China	1.95	39	7.14	Asia
Pakistan	1.91	40	4.76	the Middle East
Japan	1.16	41	2.38	Asia
Singapore	0.95	42	0.00	Asia

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Intangible Other Assets (Measuring and Testing Instruments for Electricity and Electrical Signals)

Countries in Asia	Value (total assets = 100)	Rank	Percentile
Brunei	14.24	1	94.74
Taiwan	9.68	2	89.47
Macau	6.48	3	84.21
South Korea	4.95	4	78.95
India	4.48	5	73.68
Seychelles	4.16	6	68.42
Hong Kong	3.67	7	63.16
Cambodia	3.40	8	57.89
Laos	3.28	9	52.63
Indonesia	3.17	10	47.37
Vietnam	2.97	11	42.11
Maldives	2.89	12	36.84
Bangladesh	2.55	13	31.58
Bhutan	2.43	14	26.32
Sri Lanka	2.28	15	21.05
Nepal	2.17	16	15.79
China	1.95	17	10.53
Japan	1.16	18	5.26
Singapore	0.95	19	0.00

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

3.3 FINANCIAL RETURNS IN TAIWAN: LIABILITY STRUCTURE RATIOS

3.3.1 Overview

In this chapter we consider the liability structure of firms operating in Taiwan benchmarked against global averages. The chapter begins by defining relevant terms. A common-size statement, or vertical analysis of liabilities and shareholder equity is then presented for the proto-typical firm operating in Taiwan and the average global benchmarks (sometimes referred to as a financial “gap” analysis). The figure reflect firms involved in measuring and testing instruments for electricity and electrical signals in Taiwan. For ratios where there are large deviations between Taiwan and the benchmarks, graphics are provided (total liabilities and equity = 100 percent). Then the distribution of ratios is presented in the form of ranks and percentiles. Certain key vertical analysis liability ratios are highlighted.

3.3.2 Liabilities and Equity – Definitions of Terms

The following definitions are provided for those less familiar with the liability-side of financial statement analysis. As this chapter deals with the vertical analysis and global benchmarking of liabilities and equity, only definitions covering certain terms used in this chapter’s tables and graphs are provided here. The glossary below reflects commonly accepted definitions across various countries and official sources.

- **Accounts Payable.** Accounts payable are defined as amounts owed on open account to private persons or organizations for goods or services received.
- **Accrued Payroll.** Accrued payroll is defined as the cost of payroll that has been incurred but has not yet been paid. Payroll is typically defined as comprising records detailing the salaries, wages, allowances and deductions for each employee for a specific period of time.
- **Capital Surplus.** Capital surplus is commonly defined as an amount of equity which is directly contributed capital in excess of the par value.
- **Common Equity.** Common equity is defined to equal the company's net worth. It typically comprises capital stock, capital surplus, retained earnings, and, in some cases, net worth reserves. Common equity is the portion of total net worth belonging to the common stockholders. Synonyms which are often used for common equity are “common stock” and “net worth”.
- **Common Stock.** Common stock is defined as the securities which represent the company's ownership interest. Common stockholders typically assume greater risk than preferred stockholders; although common stockholders maintain greater control and generally greater dividends and capital appreciation. Common stock can be used interchangeably with the term capital stock when the company has no preferred stock.
- **Current Liabilities - Total.** Total current liabilities are defined as the total amount of obligations which would require the use of current assets or other current liabilities to pay.
- **Current Portion of Long Term Debt.** The current proportion of long term debt is typically defined as debt which is payable in more than one year.

-
- **Deferred Taxes.** Deferred taxes are compulsory charges from a previous accounting period which are yet unpaid.
 - **Income Taxes Payable.** Income taxes payable are understood to mean taxes which are levied by state, federal, and local governments on the company's reported accounting profit. Income taxes payable are those which are due in the current accounting period.
 - **Retained Earnings.** Retained earnings is an equity account reflecting the accumulated earnings of proprietary funds.
 - **Shareholders Equity.** Shareholders equity is commonly defined to be the amount of total equity reserved for common and preferred shareholders.
 - **Short Term Debt.** Short term debt is generally defined as debt payable within one year.
 - **Total Liabilities.** Total liabilities are generally defined to include all the claims against a corporation. Liabilities include accounts and wages and salaries payable, dividends declared payable, accrued taxes payable, fixed or long-term liabilities such as mortgage bonds, debentures, and bank loans.

3.3.3 Liability Structure: Outlook

Using the methodology described in the introduction, the following table summarizes liability and equity structure benchmarks for firms involved in measuring and testing instruments for electricity and electrical signals in Taiwan. To allow comparable benchmarking, a common index of Total Liabilities & Shareholders Equity = 100 is used. All figures are current-year projections for companies operating in Taiwan based on latest financial results available.

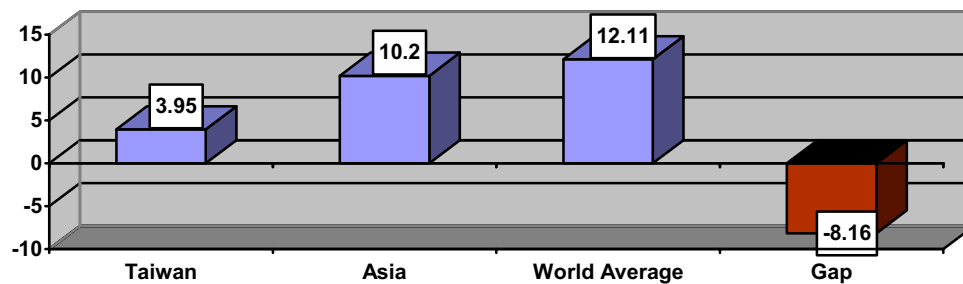
Liability Structure	Taiwan	Asia	World Avg.
Accounts Payable	10.65	8.62	10.41
Short Term Debt & Current Portion of Long Term Debt	3.95	10.20	12.11
Accrued Payroll	1.66	2.05	0.39
Income Taxes Payable	0.97	0.55	0.46
Other Current Liabilities	3.34	3.67	4.15
Current Liabilities - Total	20.56	24.05	28.07
Provision For Risks and Charges	0.56	0.99	1.05
Deferred Taxes	-0.38	0.15	0.09
Deferred Taxes - Debit	0.38	1.94	1.62
Total Liabilities	20.75	38.82	48.56
Common Equity	61.90	32.09	26.23
Common Stock	0.21	11.26	10.65
Capital Surplus	56.02	9.25	7.78
Retained Earnings	5.66	16.75	9.13
Total Liabilities & Shareholders Equity	100.00	100.00	100.00

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

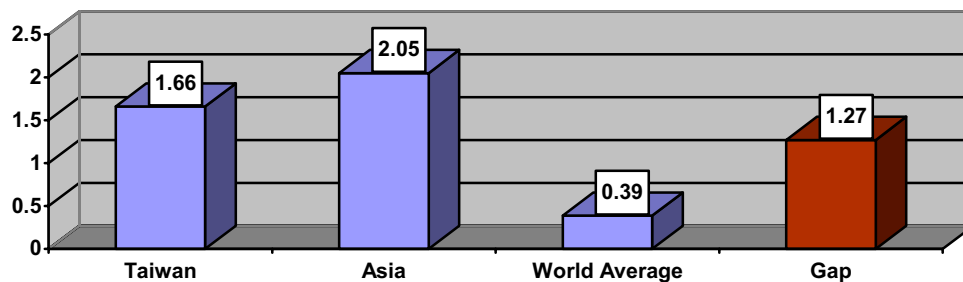
3.3.4 Large Variances: Liabilities

The following graphics summarize for measuring and testing instruments for electricity and electrical signals the large liability structure gaps between firms operating in Taiwan and the world average. A gap cannot necessarily be interpreted as a positive or negative reflection on performance. Gaps may signal areas of specialization, market focus, or expertise. More contextual information is required to fully interpret these gaps. The gaps highlighted here are simply those that are large.

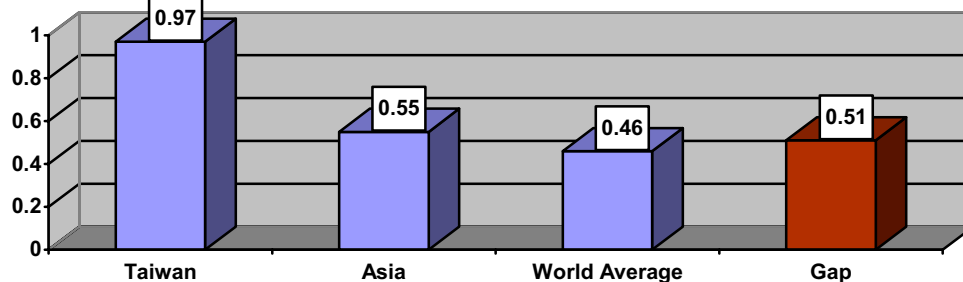
Gap: Short Term Debt & Current Portion of Long Term Debt

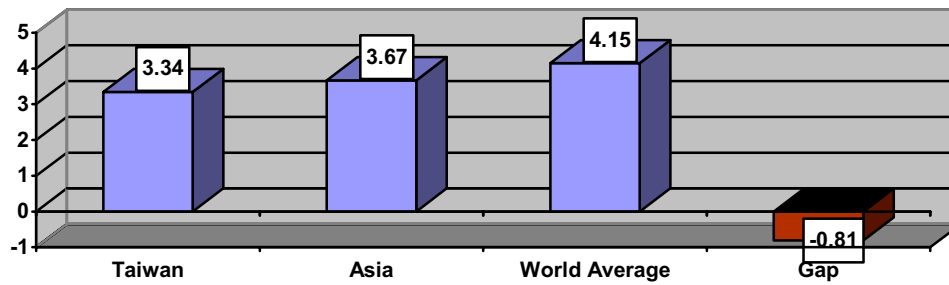
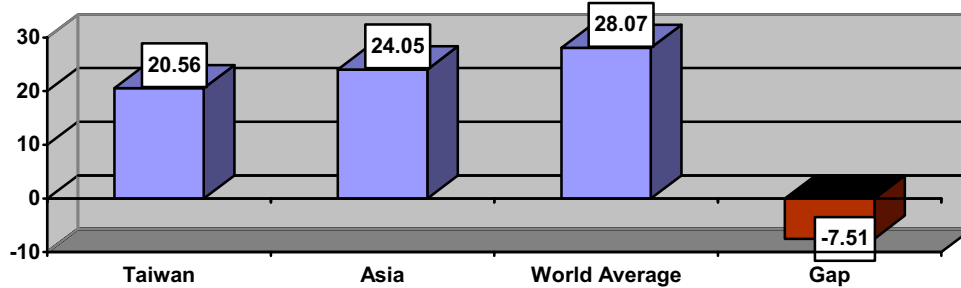
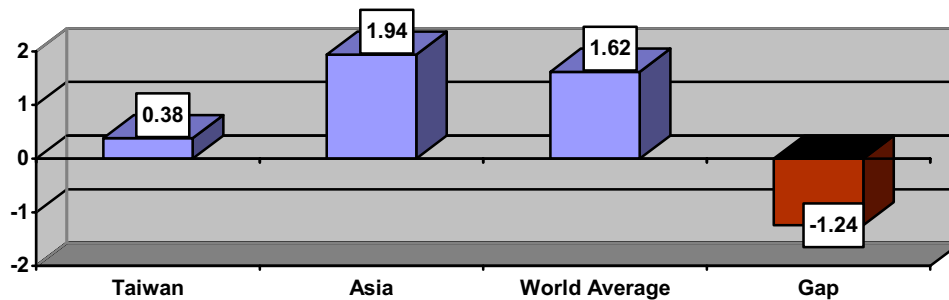
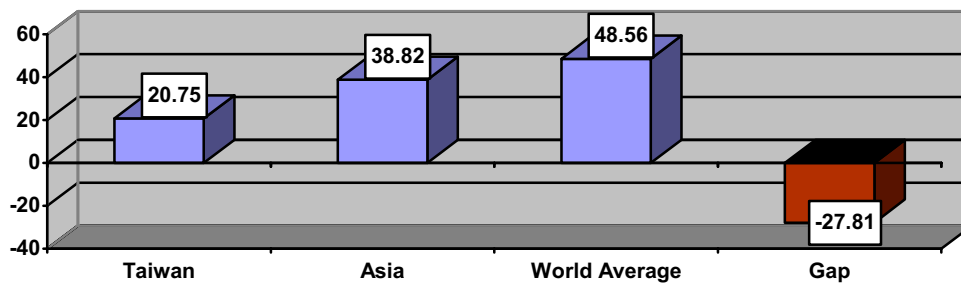


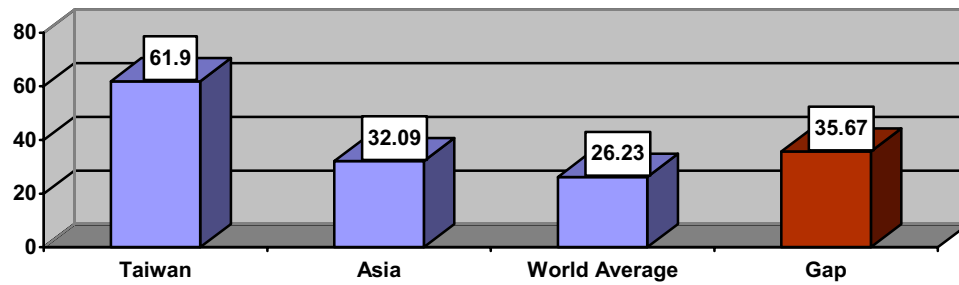
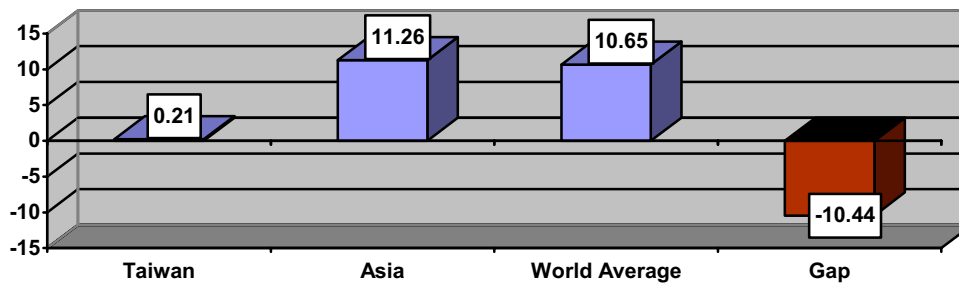
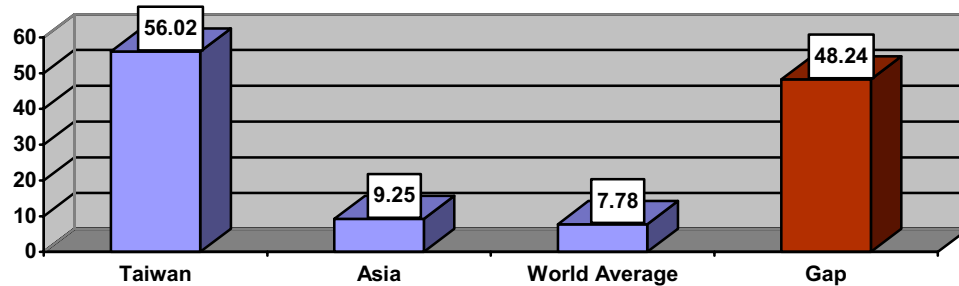
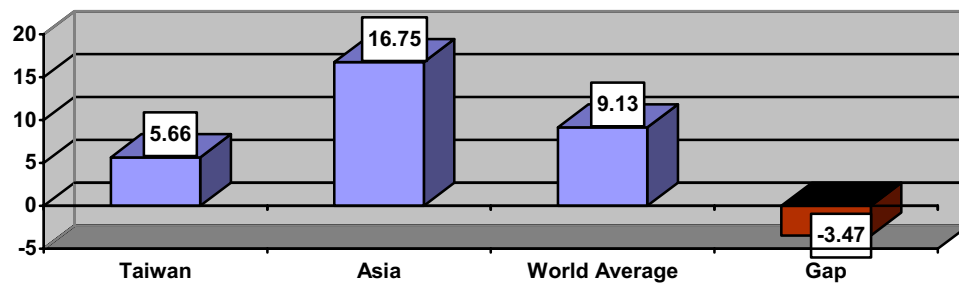
Gap: Accrued Payroll



Gap: Income Taxes Payable



Gap: Other Current Liabilities**Gap: Current Liabilities - Total****Gap: Deferred Taxes - Debit****Gap: Total Liabilities**

Gap: Common Equity**Gap: Common Stock****Gap: Capital Surplus****Gap: Retained Earnings**

3.3.5 Key Percentiles and Rankings

We now consider the distribution of liability ratios for measuring and testing instruments for electricity and electrical signals using ranks and percentiles. What percent of countries have a value lower or higher than Taiwan (what is the ratio's rank or percentile)? The table below answers this question with respect to the vertical analysis of liability structure. The ranks and percentiles indicate, from highest to lowest, where a value falls within the distribution of all countries considered in the global benchmark (the number of countries in the benchmark per line item may vary, as indicated in the Rank). Again, a high or low figure does not necessarily indicate good or bad performance. After the summary table below, a few key vertical liability ratios are highlighted in additional tables.

Liability Structure	Taiwan	Rank of Total	Percentile
Accounts Payable	10.65	16 of 53	69.81
Short Term Debt & Current Portion of Long Term Debt	3.95	35 of 42	16.67
Accrued Payroll	1.66	15 of 21	28.57
Income Taxes Payable	0.97	18 of 43	58.14
Other Current Liabilities	3.34	35 of 53	33.96
Current Liabilities - Total	20.56	37 of 53	30.19
Provision For Risks and Charges	0.56	27 of 35	22.86
Deferred Taxes	-0.38	28 of 40	30.00
Deferred Taxes - Debit	0.38	22 of 29	24.14
Total Liabilities	20.75	38 of 53	28.30
Common Equity	61.90	11 of 53	79.25
Common Stock	0.21	48 of 52	7.69
Capital Surplus	56.02	3 of 49	93.88
Retained Earnings	5.66	43 of 52	17.31
Total Liabilities & Shareholders Equity	100.00		

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Accounts Payable

Countries	Value (total liabilities & equity = 100)	Rank	Percentile	Region
Indonesia	22.68	1	98.11	Asia
Spain	19.20	3	94.34	Europe
India	15.22	5	90.57	Asia
France	15.02	6	88.68	Europe
Singapore	14.88	7	86.79	Asia
China	13.91	8	84.91	Asia
Pakistan	13.67	9	83.02	the Middle East
Canada	13.66	10	81.13	North America
Japan	13.30	11	79.25	Asia
Italy	12.93	12	77.36	Europe
Israel	12.88	13	75.47	the Middle East
Ireland	12.78	14	73.58	Europe
the United Kingdom	11.13	15	71.70	Europe
Taiwan	10.65	16	69.81	Asia
Belgium	10.52	17	67.92	Europe
Norway	10.29	18	66.04	Europe
Germany	9.63	19	64.15	Europe
Portugal	9.58	20	62.26	Europe
Australia	9.53	21	60.38	Oceania
Austria	8.77	22	58.49	Europe
Greece	8.73	23	56.60	Europe
Czech Republic	7.77	24	54.72	Europe
Netherlands	7.74	25	52.83	Europe
Argentina	7.24	26	50.94	Latin America
Sweden	7.08	27	49.06	Europe
Denmark	6.62	28	47.17	Europe
New Zealand	6.17	29	45.28	Oceania
USA	6.07	30	43.40	North America
Hong Kong	6.05	31	41.51	Asia
Switzerland	5.82	32	39.62	Europe
South Korea	5.51	33	37.74	Asia
Luxembourg	5.03	35	33.96	Europe
Finland	5.00	36	32.08	Europe
Russian Federation	4.97	37	30.19	Europe
Hungary	4.46	38	28.30	Europe
Poland	3.65	39	26.42	Europe
Turkey	3.04	40	24.53	the Middle East
Mexico	3.04	41	22.64	Latin America
Malaysia	2.98	42	20.75	Asia
South Africa	2.97	43	18.87	Africa
Brazil	2.70	45	15.09	Latin America
Chile	2.56	46	13.21	Latin America
Thailand	1.95	47	11.32	Asia
Peru	1.44	50	5.66	Latin America
Philippines	0.86	52	1.89	Asia

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Accounts Payable

(Measuring and Testing Instruments for Electricity and Electrical Signals)

Countries in Asia	Value (total liabilities & equity = 100)	Rank	Percentile
Indonesia	22.68	1	96.15
Maldives	20.68	2	92.31
Sri Lanka	16.31	3	88.46
India	15.22	4	84.62
Singapore	14.88	5	80.77
China	13.91	6	76.92
Japan	13.30	7	73.08
Cambodia	11.55	8	69.23
Laos	11.14	9	65.38
Taiwan	10.65	10	61.54
Vietnam	10.11	11	57.69
Bangladesh	8.66	12	53.85
Bhutan	8.25	13	50.00
Nepal	7.38	14	46.15
Macau	7.13	15	42.31
Hong Kong	6.05	16	38.46
South Korea	5.51	17	34.62
Brunei	5.26	18	30.77
Seychelles	4.64	19	26.92
Malaysia	2.98	20	23.08
Thailand	1.95	21	19.23
Mongolia	1.74	22	15.38
North Korea	1.40	23	11.54
Papua New Guinea	0.98	24	7.69
Burma	0.87	25	3.85
Philippines	0.86	26	0.00

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Current Liabilities - Total

Countries	Value (total liabilities & equity = 100)	Rank	Percentile	Region
Spain	54.41	1	98.11	Europe
Indonesia	49.35	2	96.23	Asia
Italy	47.78	3	94.34	Europe
South Korea	45.59	5	90.57	Asia
Australia	43.33	6	88.68	Oceania
Russian Federation	41.08	8	84.91	Europe
Singapore	38.29	9	83.02	Asia
Norway	37.66	10	81.13	Europe
France	37.45	11	79.25	Europe
Hungary	36.91	12	77.36	Europe
India	35.60	13	75.47	Asia
Austria	35.19	15	71.70	Europe
the United Kingdom	34.87	16	69.81	Europe
Japan	34.11	17	67.92	Asia
Belgium	33.63	18	66.04	Europe
Finland	32.94	19	64.15	Europe
Denmark	32.00	20	62.26	Europe
Germany	31.11	21	60.38	Europe
China	30.26	22	58.49	Asia
Poland	30.18	23	56.60	Europe
Pakistan	29.76	24	54.72	the Middle East
Switzerland	27.65	25	52.83	Europe
Sweden	25.30	26	50.94	Europe
Turkey	25.18	27	49.06	the Middle East
Mexico	25.11	28	47.17	Latin America
Israel	24.88	29	45.28	the Middle East
Ireland	24.68	30	43.40	Europe
Luxembourg	23.91	31	41.51	Europe
Netherlands	23.47	32	39.62	Europe
New Zealand	22.88	34	35.85	Oceania
Hong Kong	22.42	35	33.96	Asia
USA	21.09	36	32.08	North America
Taiwan	20.56	37	30.19	Asia
Portugal	18.51	38	28.30	Europe
Canada	16.94	39	26.42	North America
Greece	16.86	40	24.53	Europe
Malaysia	16.07	41	22.64	Asia
South Africa	16.06	42	20.75	Africa
Czech Republic	15.01	43	18.87	Europe
Brazil	14.55	44	16.98	Latin America
Argentina	13.98	45	15.09	Latin America
Chile	13.84	46	13.21	Latin America
Thailand	10.52	47	11.32	Asia
Peru	7.77	50	5.66	Latin America
Philippines	4.67	52	1.89	Asia

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Current Liabilities - Total
(Measuring and Testing Instruments for Electricity and Electrical Signals)

Countries in Asia	Value (total liabilities & equity = 100)	Rank	Percentile
Indonesia	49.35	1	96.15
South Korea	45.59	2	92.31
Maldives	45.00	3	88.46
Seychelles	38.33	4	84.62
Singapore	38.29	5	80.77
India	35.60	6	76.92
Sri Lanka	35.49	7	73.08
Japan	34.11	8	69.23
China	30.26	9	65.38
Cambodia	27.01	10	61.54
Laos	26.05	11	57.69
Brunei	24.97	12	53.85
Vietnam	23.64	13	50.00
Hong Kong	22.42	14	46.15
Taiwan	20.56	15	42.31
Bangladesh	20.26	16	38.46
Bhutan	19.29	17	34.62
Nepal	17.27	18	30.77
Malaysia	16.07	19	26.92
Macau	13.78	20	23.08
Thailand	10.52	21	19.23
Mongolia	9.39	22	15.38
North Korea	7.55	23	11.54
Papua New Guinea	5.28	24	7.69
Burma	4.68	25	3.85
Philippines	4.67	26	0.00

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Total Liabilities

Countries	Value (total liabilities & equity = 100)	Rank	Percentile	Region
India	84.35	1	98.11	Asia
Indonesia	77.81	2	96.23	Asia
Italy	63.20	4	92.45	Europe
Spain	62.68	5	90.57	Europe
Germany	61.79	6	88.68	Europe
South Korea	58.43	7	86.79	Asia
Russian Federation	52.65	10	81.13	Europe
Norway	52.48	11	79.25	Europe
France	50.91	12	77.36	Europe
Denmark	48.33	13	75.47	Europe
the United Kingdom	47.97	14	73.58	Europe
China	47.72	15	71.70	Asia
Hungary	47.30	16	69.81	Europe
Japan	46.96	17	67.92	Asia
Pakistan	46.92	18	66.04	the Middle East
Australia	46.43	19	64.15	Oceania
Sweden	44.40	20	62.26	Europe
Finland	43.67	21	60.38	Europe
Switzerland	42.01	22	58.49	Europe
Singapore	41.14	23	56.60	Asia
Austria	40.74	24	54.72	Europe
Belgium	40.10	25	52.83	Europe
Netherlands	40.07	26	50.94	Europe
Poland	38.69	27	49.06	Europe
Luxembourg	36.33	28	47.17	Europe
USA	35.21	29	45.28	North America
Turkey	32.27	30	43.40	the Middle East
Mexico	32.18	31	41.51	Latin America
New Zealand	30.29	32	39.62	Oceania
Hong Kong	29.68	34	35.85	Asia
Canada	29.34	35	33.96	North America
Israel	25.10	36	32.08	the Middle East
Ireland	24.90	37	30.19	Europe
Taiwan	20.75	38	28.30	Asia
Portugal	18.67	39	26.42	Europe
Greece	17.01	40	24.53	Europe
Malaysia	16.07	41	22.64	Asia
South Africa	16.06	42	20.75	Africa
Czech Republic	15.15	43	18.87	Europe
Brazil	14.55	44	16.98	Latin America
Argentina	14.11	45	15.09	Latin America
Chile	13.84	46	13.21	Latin America
Thailand	10.52	47	11.32	Asia
Peru	7.77	50	5.66	Latin America
Philippines	4.67	52	1.89	Asia

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Total Liabilities
(Measuring and Testing Instruments for Electricity and Electrical Signals)

Countries in Asia	Value (total liabilities & equity = 100)	Rank	Percentile
India	84.35	1	96.15
Indonesia	77.81	2	92.31
Maldives	70.95	3	88.46
Cambodia	64.00	4	84.62
Laos	61.72	5	80.77
South Korea	58.43	6	76.92
Vietnam	56.00	7	73.08
Sri Lanka	55.96	8	69.23
Seychelles	49.13	9	65.38
Bangladesh	48.00	10	61.54
China	47.72	11	57.69
Japan	46.96	12	53.85
Bhutan	45.72	13	50.00
Singapore	41.14	14	46.15
Nepal	40.92	15	42.31
Brunei	37.94	16	38.46
Hong Kong	29.68	17	34.62
Taiwan	20.75	18	30.77
Malaysia	16.07	19	26.92
Macau	13.90	20	23.08
Thailand	10.52	21	19.23
Mongolia	9.39	22	15.38
North Korea	7.55	23	11.54
Papua New Guinea	5.28	24	7.69
Burma	4.68	25	3.85
Philippines	4.67	26	0.00

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Common Equity

Countries	Value (total liabilities & equity = 100)	Rank	Percentile	Region
Malaysia	83.93	1	98.11	Asia
South Africa	83.88	2	96.23	Africa
Brazil	75.99	3	94.34	Latin America
Israel	74.90	4	92.45	the Middle East
Ireland	74.28	5	90.57	Europe
Chile	72.31	6	88.68	Latin America
Canada	70.18	7	86.79	North America
New Zealand	69.74	8	84.91	Oceania
Hong Kong	68.34	9	83.02	Asia
USA	64.18	10	81.13	North America
Taiwan	61.90	11	79.25	Asia
Belgium	59.56	12	77.36	Europe
Austria	59.26	13	75.47	Europe
Netherlands	58.81	14	73.58	Europe
Singapore	57.91	15	71.70	Asia
Switzerland	57.55	16	69.81	Europe
Finland	56.28	17	67.92	Europe
Portugal	55.71	18	66.04	Europe
Thailand	54.95	19	64.15	Asia
Sweden	53.94	20	62.26	Europe
Australia	53.57	21	60.38	Oceania
Japan	52.35	22	58.49	Asia
the United Kingdom	51.82	23	56.60	Europe
Denmark	51.59	24	54.72	Europe
Greece	50.76	25	52.83	Europe
Luxembourg	49.77	26	50.94	Europe
France	48.15	27	49.06	Europe
Norway	47.27	28	47.17	Europe
Czech Republic	45.18	30	43.40	Europe
Argentina	42.09	32	39.62	Latin America
South Korea	41.02	33	37.74	Asia
Peru	40.60	34	35.85	Latin America
Spain	37.16	36	32.08	Europe
Russian Federation	36.96	37	30.19	Europe
Italy	35.83	38	28.30	Europe
Germany	35.63	39	26.42	Europe
Hungary	33.21	40	24.53	Europe
Poland	27.16	42	20.75	Europe
Philippines	24.39	43	18.87	Asia
Turkey	22.65	44	16.98	the Middle East
Mexico	22.59	45	15.09	Latin America
Indonesia	22.19	46	13.21	Asia
China	13.61	51	3.77	Asia
Pakistan	13.38	52	1.89	the Middle East
India	10.37	53	0.00	Asia

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Common Equity (Measuring and Testing Instruments for Electricity and Electrical Signals)

Countries in Asia	Value (total liabilities & equity = 100)	Rank	Percentile
Malaysia	83.93	1	96.15
Hong Kong	68.34	2	92.31
Taiwan	61.90	3	88.46
Singapore	57.91	4	84.62
Thailand	54.95	5	80.77
Japan	52.35	6	76.92
Brunei	51.97	7	73.08
Mongolia	49.03	8	69.23
Macau	41.47	9	65.38
South Korea	41.02	10	61.54
North Korea	39.41	11	57.69
Seychelles	34.49	12	53.85
Papua New Guinea	27.56	13	50.00
Burma	24.47	14	46.15
Philippines	24.39	15	42.31
Indonesia	22.19	16	38.46
Maldives	20.23	17	34.62
Sri Lanka	15.96	18	30.77
China	13.61	19	26.92
India	10.37	20	23.08
Cambodia	7.87	21	19.23
Laos	7.59	22	15.38
Vietnam	6.88	23	11.54
Bangladesh	5.90	24	7.69
Bhutan	5.62	25	3.85
Nepal	5.03	26	0.00

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Retained Earnings

Countries	Value (total liabilities & equity = 100)	Rank	Percentile	Region
Finland	45.01	1	98.08	Europe
Malaysia	39.42	2	96.15	Asia
South Africa	39.39	3	94.23	Africa
Switzerland	37.16	4	92.31	Europe
Norway	36.82	5	90.38	Europe
Brazil	35.69	6	88.46	Latin America
Chile	33.96	7	86.54	Latin America
New Zealand	33.77	8	84.62	Oceania
Hong Kong	33.09	9	82.69	Asia
Luxembourg	32.14	10	80.77	Europe
USA	31.34	11	78.85	North America
Canada	29.40	12	76.92	North America
Singapore	27.31	13	75.00	Asia
Australia	26.26	14	73.08	Oceania
Thailand	25.81	15	71.15	Asia
Japan	25.34	16	69.23	Asia
Denmark	25.17	17	67.31	Europe
the United Kingdom	24.12	18	65.38	Europe
Netherlands	22.04	19	63.46	Europe
Peru	19.07	22	57.69	Latin America
Belgium	16.40	23	55.77	Europe
South Korea	15.55	24	53.85	Asia
Russian Federation	14.01	27	48.08	Europe
Sweden	12.79	28	46.15	Europe
Hungary	12.59	29	44.23	Europe
Austria	12.15	30	42.31	Europe
Philippines	11.45	31	40.38	Asia
Italy	10.98	32	38.46	Europe
Poland	10.30	33	36.54	Europe
Germany	9.91	34	34.62	Europe
Spain	9.79	35	32.69	Europe
Turkey	8.59	37	28.85	the Middle East
Mexico	8.57	38	26.92	Latin America
Israel	6.85	40	23.08	the Middle East
Ireland	6.80	41	21.15	Europe
France	5.91	42	19.23	Europe
Taiwan	5.66	43	17.31	Asia
Indonesia	5.60	44	15.38	Asia
Portugal	5.10	46	11.54	Europe
Greece	4.65	47	9.62	Europe
Czech Republic	4.14	48	7.69	Europe
Argentina	3.85	50	3.85	Latin America
China	3.43	51	1.92	Asia
Pakistan	3.38	52	0.00	the Middle East

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Retained Earnings (Measuring and Testing Instruments for Electricity and Electrical Signals)

Countries in Asia	Value (total liabilities & equity = 100)	Rank	Percentile
Malaysia	39.42	1	94.74
Brunei	33.56	2	89.47
Hong Kong	33.09	3	84.21
Singapore	27.31	4	78.95
Thailand	25.81	5	73.68
Japan	25.34	6	68.42
Mongolia	23.03	7	63.16
North Korea	18.51	8	57.89
South Korea	15.55	9	52.63
Seychelles	13.08	10	47.37
Papua New Guinea	12.94	11	42.11
Burma	11.49	12	36.84
Philippines	11.45	13	31.58
Taiwan	5.66	14	26.32
Indonesia	5.60	15	21.05
Maldives	5.11	16	15.79
Sri Lanka	4.03	17	10.53
Macau	3.80	18	5.26
China	3.43	19	0.00

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

3.4 FINANCIAL RETURNS IN TAIWAN: INCOME STRUCTURE RATIOS

3.4.1 Overview

In this chapter we consider the income structure of companies operating in Taiwan benchmarked against global averages. The chapter begins by defining relevant terms. A common-size statement, or vertical analysis of income is then presented for the proto-typical firm involved in measuring and testing instruments for electricity and electrical signals operating in Taiwan and the average global benchmarks (total revenue = 100 percent). For ratios where there are large deviations between Taiwan and the benchmarks, graphics are provided. Then the distribution of ratios is presented in the form of ranks and percentiles. Certain key vertical analysis income ratios are highlighted across countries in the comparison group.

3.4.2 Income Statements – Definitions of Terms

The following definitions are provided for those less familiar with the income-side of financial statement analysis. As this chapter deals with the vertical analysis and global benchmarking of income, only definitions covering certain terms used in this chapter's tables and graphs are provided here. The glossary below reflects commonly accepted definitions across various countries and official sources.

- **Amortization.** Amortization generally refers to the depreciation, depletion, or charge-off to expense of intangible and tangible assets over a period of time. Amortization is commonly understood to be the taking as an expense (writing off) of the loss of value of an intangible asset such as a copyright, a patent, or a mailing list, in an accounting period.
- **Cost of Goods Sold (excluding depreciation).** For retail companies, cost of goods sold is generally defined as the equivalent of starting inventory plus purchases minus ending inventory. In manufacturing, cost of goods sold is defined to equal the starting inventory plus the cost of goods manufactured minus ending inventory. Most pure service firms do not generally have cost of goods sold.
- **Current Domestic Income Tax.** Current domestic income taxes are commonly defined as compulsory charges levied by the government where the company is located on current income.
- **Deferred Domestic Income Tax.** Deferred domestic income tax is defined as a compulsory charge from a previous accounting period which is yet unpaid to the government where the company is located on current income.
- **Depletion.** Depletion is commonly defined to be included as one of the elements of amortization, and is understood to be the portion of the carrying value (other than the portion associated with tangible assets) prorated in each accounting period for financial reporting purposes.
- **Depreciation.** Depreciation generally is defined as the expiration in the service life of fixed assets, other than depletable assets, attributable to wear and tear, deterioration, action of the physical elements, inadequacy and obsolescence. Depreciation is commonly defined as the portion of the cost of a fixed asset charged as an expense during a particular period. In accounting for depreciation, the cost of a fixed asset, less any salvage value, is prorated over the estimated service life of such an asset, and each period is

charged with a portion of such cost. Through this process, the cost of the asset is ultimately charged off as an expense.

- **Earnings Before Interest and Taxes (EBIT).** EBIT is a financial measure defined as revenues less cost of goods sold and selling, general, and administrative expenses. In other words, operating and non-operating profit before the deduction of interest and income taxes.
- **Gross Income.** Gross income is commonly defined as all the money, goods, and property received by the company that must be included as taxable income.
- **Income Taxes.** Income taxes are defined to include those taxes levied by state, federal, and local governments on the company's reported accounting profit. Income taxes generally include both deferred and paid taxes. They are generally determined after the interest expense has been deducted.
- **Interest Expense on Debt.** Interest expenses on debt are those which are spent on current debt and added to the net income so avoid underestimating interest coverage.
- **Minority Interest.** Minority interest is the proportional share of the minority ownership's interest (less than 50 percent) in the earnings or losses.
- **Net Income Available to Common.** Net income available to common is defined as the net income available to common stockholders.
- **Net Income Before Preferred Dividends.** Net income before preferred dividends is generally calculated as the difference between total revenues and total expense prior to the granting of preferred dividends.
- **Net Sales or Revenues.** Revenues or net sales are defined as payments made to and received by an entity. May take the form of taxes, user fees, fines, fees for service, and so on.
- **Non-Operating Interest Income.** Non-operating interest income is generally understood to be any interest received (e.g., royalty, production payment, net profits interest) that does not involve the operation of the company.
- **Operating Income.** Operating income is generally defined to equal operating revenues less operating expenses. It typically excludes items of other revenue and expense such as equity in earnings of unconsolidated companies, dividends, interest income and expense, income taxes, extraordinary items, and cumulative effect of accounting changes.
- **Pretax Income.** Pretax income is generally defined as income before tax deductions.
- **Selling, General & Administrative Expenses.** Selling, general and administrative expenses are expenses independent from cost of sales for the purpose of illustrating the amount of the company's selling and administrative costs. Generally included in this figure are the costs of employees' salaries, commissions, and travel expenses; company payroll and office costs; and advertising and promotion.

3.4.3 Income Structure: Outlook

Using the methodology described in the introduction, the following table summarizes income structure benchmarks for firms involved in measuring and testing instruments for electricity and electrical signals in Taiwan. To allow comparable benchmarking, a common index of Net Sales or Revenues = 100 is used. All figures are current-year projections for companies operating in Taiwan based on latest financial results available.

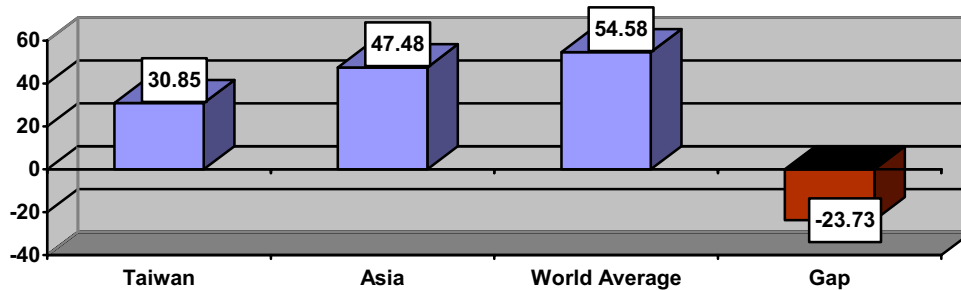
Income Structure	Taiwan	Asia	World Avg.
Net Sales or Revenues	100.00	100.00	100.00
Cost of Goods Sold (Excluding Depreciation)	30.85	47.48	54.58
Depreciation, Depletion & Amortization	4.06	2.69	2.91
Gross Income	47.74	21.90	18.75
Selling, General & Administrative Expenses	40.13	18.55	7.66
Other Operating Expenses	75.04	61.24	66.71
Operating Income	7.61	11.03	9.05
Non-Operating Interest Income	1.63	0.71	0.58
Other Income/Expense Net	-0.02	0.14	-0.08
Earnings Before Interest and Taxes (EBIT)	9.22	11.48	9.38
Interest Expense on Debt	1.00	2.16	2.77
Pretax Income	8.22	9.58	6.62
Income Taxes	0.85	1.31	1.18
Current Domestic Income Tax	1.48	1.42	1.13
Deferred Domestic Income Tax	-0.63	-0.08	-0.05
Minority Interest	0.30	0.03	0.02
Net Income Before Extra Items/Prefer Dividends	7.08	8.25	5.45
Net Income Before Preferred Dividends	7.08	8.24	5.44
Net Income Available to Common	7.08	8.14	5.31

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

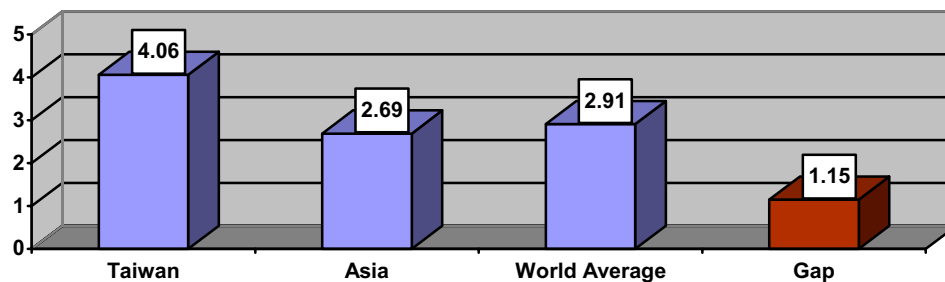
3.4.4 Large Variances: Income

The following graphics summarize for measuring and testing instruments for electricity and electrical signals the large income structure gaps between firms operating in Taiwan and the world average. A gap cannot necessarily be interpreted as a positive or negative reflection on performance. Gaps may signal areas of specialization, market focus, or expertise. More contextual information is required to fully interpret these gaps. The gaps highlighted here are simply those that are large.

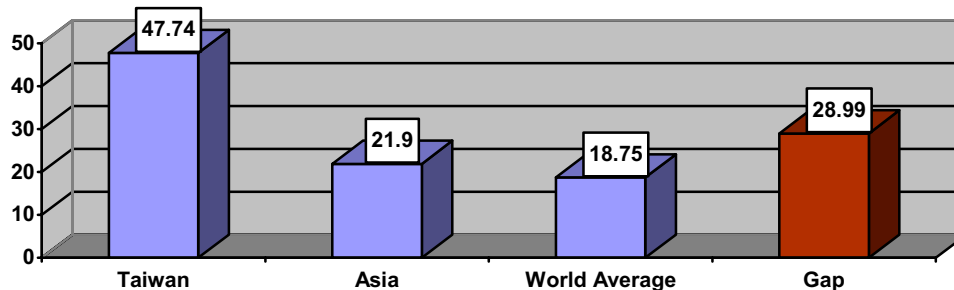
Gap: Cost of Goods Sold (Excluding Depreciation)

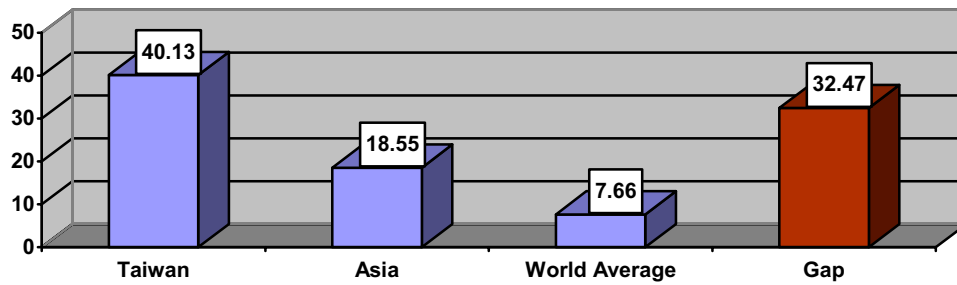
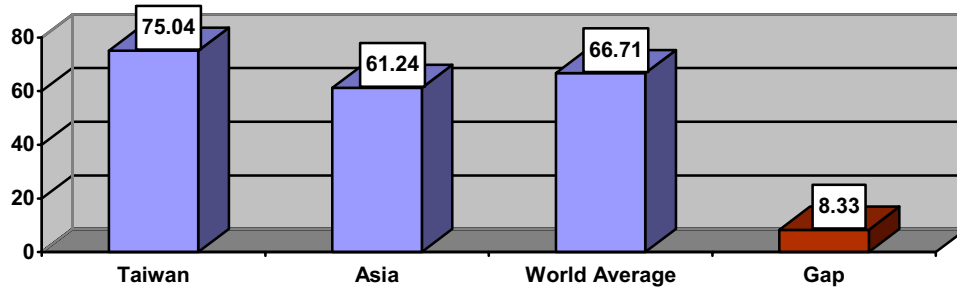
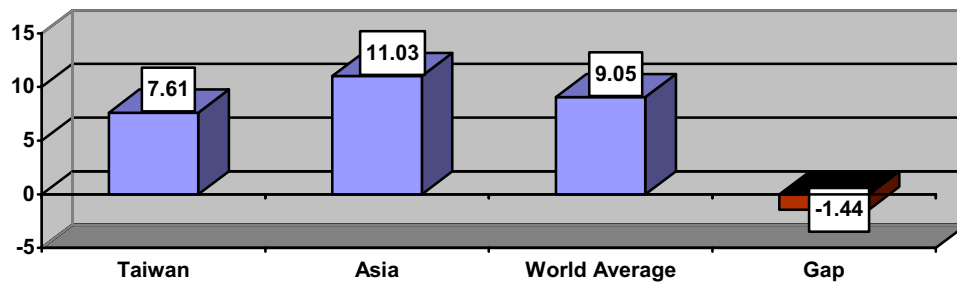
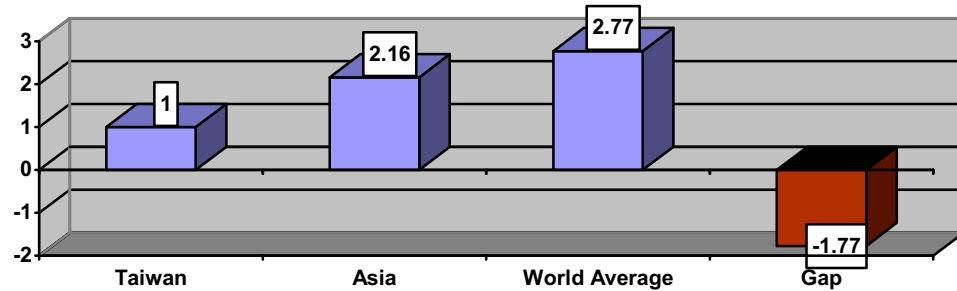


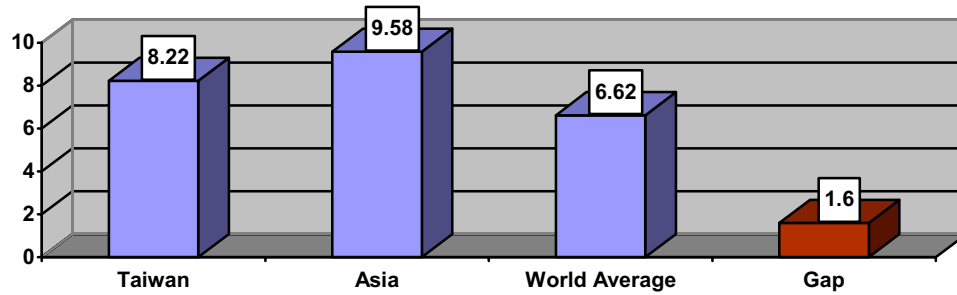
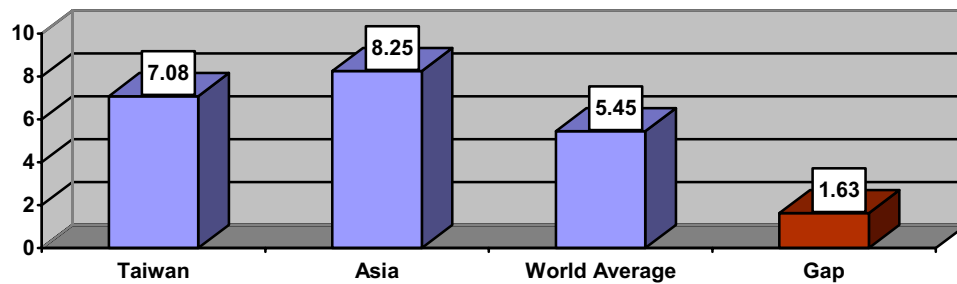
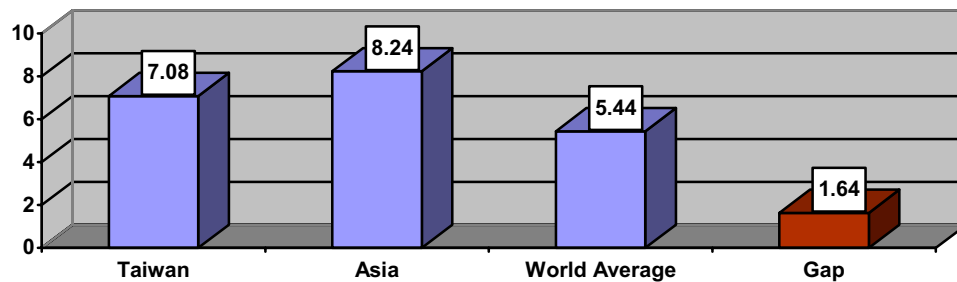
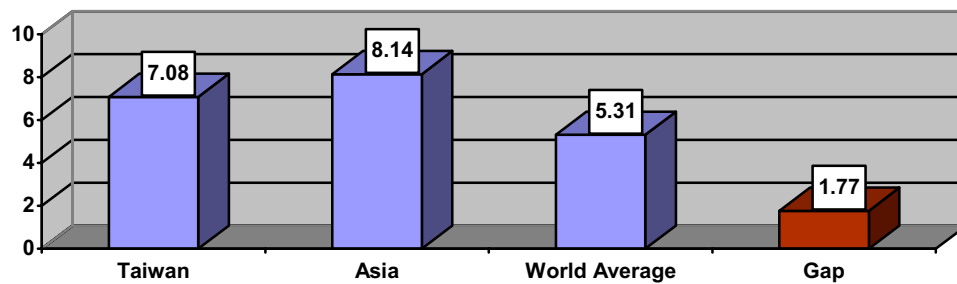
Gap: Depreciation, Depletion & Amortization



Gap: Gross Income



Gap: Selling, General & Administrative Expenses**Gap: Other Operating Expenses****Gap: Operating Income****Gap: Interest Expense on Debt**

Gap: Pretax Income**Gap: Net Income Before Extra Items/Prefer Dividends****Gap: Net Income Before Preferred Dividends****Gap: Net Income Available to Common**

3.4.5 Key Percentiles and Rankings

We now consider the distribution of income ratios for measuring and testing instruments for electricity and electrical signals using ranks and percentiles. What percent of countries have a value lower or higher than Taiwan (what is the ratio's rank or percentile)? The table below answers this question with respect to the vertical analysis of income structure. The ranks and percentiles indicate, from highest to lowest, where a value falls within the distribution of all countries considered in the global benchmark (the number of countries in the benchmark per line item may vary, as indicated in the Rank). Again, a high or low figure does not necessarily indicate good or bad performance. After the summary table below, a few key vertical income ratios are highlighted in additional tables.

Income Structure	Taiwan	Rank of Total	Percentile
Net Sales or Revenues	100.00		
Cost of Goods Sold (Excluding Depreciation)	30.85	42 of 53	20.75
Depreciation, Depletion & Amortization	4.06	19 of 53	64.15
Gross Income	47.74	9 of 53	83.02
Selling, General & Administrative Expenses	40.13	5 of 40	87.50
Other Operating Expenses	75.04	29 of 52	44.23
Operating Income	7.61	30 of 53	43.40
Non-Operating Interest Income	1.63	9 of 52	82.69
Other Income/Expense Net	-0.02	34 of 52	34.62
Earnings Before Interest and Taxes (EBIT)	9.22	27 of 53	49.06
Interest Expense on Debt	1.00	36 of 53	32.08
Pretax Income	8.22	26 of 53	50.94
Income Taxes	0.85	36 of 53	32.08
Current Domestic Income Tax	1.48	24 of 43	44.19
Deferred Domestic Income Tax	-0.63	28 of 32	12.50
Minority Interest	0.30	6 of 34	82.35
Net Income Before Extra Items/Prefer Dividends	7.08	21 of 53	60.38
Net Income Before Preferred Dividends	7.08	21 of 53	60.38
Net Income Available to Common	7.08	21 of 53	60.38

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Cost of Goods Sold (Excluding Depreciation)

Countries	Value (total revenue = 100)	Rank	Percentile	Region
Indonesia	82.41	1	98.11	Asia
India	81.07	2	96.23	Asia
Norway	79.42	3	94.34	Europe
Singapore	79.29	4	92.45	Asia
France	76.08	6	88.68	Europe
South Korea	75.42	7	86.79	Asia
Germany	73.56	8	84.91	Europe
Spain	69.82	9	83.02	Europe
Russian Federation	67.96	11	79.25	Europe
Canada	64.62	12	77.36	North America
Japan	62.31	13	75.47	Asia
Belgium	61.34	14	73.58	Europe
Hungary	61.06	15	71.70	Europe
Italy	59.63	16	69.81	Europe
the United Kingdom	58.22	18	66.04	Europe
Austria	57.02	19	64.15	Europe
Denmark	56.97	20	62.26	Europe
New Zealand	54.70	21	60.38	Oceania
Sweden	53.99	22	58.49	Europe
Hong Kong	53.60	23	56.60	Asia
Australia	51.14	24	54.72	Oceania
China	50.54	25	52.83	Asia
Poland	49.94	26	50.94	Europe
Pakistan	49.69	27	49.06	the Middle East
USA	49.68	28	47.17	North America
Netherlands	45.29	29	45.28	Europe
Switzerland	43.76	30	43.40	Europe
Finland	43.49	31	41.51	Europe
Malaysia	43.38	32	39.62	Asia
South Africa	43.35	33	37.74	Africa
Turkey	41.65	34	35.85	the Middle East
Mexico	41.54	35	33.96	Latin America
Brazil	39.27	36	32.08	Latin America
Luxembourg	37.84	38	28.30	Europe
Chile	37.37	39	26.42	Latin America
Israel	37.32	40	24.53	the Middle East
Ireland	37.02	41	22.64	Europe
Taiwan	30.85	42	20.75	Asia
Thailand	28.40	43	18.87	Asia
Portugal	27.76	44	16.98	Europe
Greece	25.29	45	15.09	Europe
Czech Republic	22.52	47	11.32	Europe
Peru	20.99	49	7.55	Latin America
Argentina	20.98	50	5.66	Latin America
Philippines	12.60	52	1.89	Asia

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Cost of Goods Sold (Excluding Depreciation)
(Measuring and Testing Instruments for Electricity and Electrical Signals)

Countries in Asia	Value (total revenue = 100)	Rank	Percentile
Indonesia	82.41	1	96.15
India	81.07	2	92.31
Singapore	79.29	3	88.46
South Korea	75.42	4	84.62
Maldives	75.14	5	80.77
Seychelles	63.42	6	76.92
Japan	62.31	7	73.08
Cambodia	61.52	8	69.23
Laos	59.32	9	65.38
Sri Lanka	59.26	10	61.54
Vietnam	53.83	11	57.69
Hong Kong	53.60	12	53.85
China	50.54	13	50.00
Bangladesh	46.14	14	46.15
Bhutan	43.94	15	42.31
Malaysia	43.38	16	38.46
Brunei	39.52	17	34.62
Nepal	39.33	18	30.77
Taiwan	30.85	19	26.92
Thailand	28.40	20	23.08
Mongolia	25.34	21	19.23
Macau	20.67	22	15.38
North Korea	20.37	23	11.54
Papua New Guinea	14.24	24	7.69
Burma	12.65	25	3.85
Philippines	12.60	26	0.00

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Selling, General & Administrative Expenses

Countries	Value (total revenue = 100)	Rank	Percentile	Region
Australia	49.69	1	97.50	Oceania
Israel	48.56	2	95.00	the Middle East
Ireland	48.16	3	92.50	Europe
Netherlands	40.49	4	90.00	Europe
Taiwan	40.13	5	87.50	Asia
Finland	39.95	6	85.00	Europe
Switzerland	39.89	7	82.50	Europe
Sweden	37.86	8	80.00	Europe
Denmark	36.64	9	77.50	Europe
Portugal	36.12	10	75.00	Europe
Canada	35.55	11	72.50	North America
USA	34.89	12	70.00	North America
Luxembourg	34.50	13	67.50	Europe
Belgium	34.03	14	65.00	Europe
Austria	33.03	15	62.50	Europe
Greece	32.91	16	60.00	Europe
the United Kingdom	31.23	17	57.50	Europe
Czech Republic	29.30	18	55.00	Europe
Italy	28.17	19	52.50	Europe
Japan	28.14	20	50.00	Asia
Argentina	27.29	21	47.50	Latin America
New Zealand	24.93	22	45.00	Oceania
Hong Kong	24.43	23	42.50	Asia
Germany	22.60	24	40.00	Europe
France	19.23	25	37.50	Europe
Norway	18.52	26	35.00	Europe
Singapore	12.54	27	32.50	Asia
South Korea	11.75	28	30.00	Asia
Russian Federation	10.59	30	25.00	Europe
Indonesia	10.12	31	22.50	Asia
Hungary	9.51	33	17.50	Europe
Poland	7.78	34	15.00	Europe
Turkey	6.49	36	10.00	the Middle East
Mexico	6.47	37	7.50	Latin America
China	6.21	38	5.00	Asia
Pakistan	6.10	39	2.50	the Middle East

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Selling, General & Administrative Expenses
(Measuring and Testing Instruments for Electricity and Electrical Signals)

Countries in Asia	Value (total revenue = 100)	Rank	Percentile
Taiwan	40.13	1	91.67
Brunei	36.02	2	83.33
Japan	28.14	3	75.00
Macau	26.89	4	66.67
Hong Kong	24.43	5	58.33
Singapore	12.54	6	50.00
South Korea	11.75	7	41.67
Indonesia	10.12	8	33.33
Seychelles	9.88	9	25.00
Maldives	9.23	10	16.67
Sri Lanka	7.28	11	8.33
China	6.21	12	0.00

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Operating Income

Countries	Value (total revenue = 100)	Rank	Percentile	Region
Malaysia	44.63	1	98.11	Asia
South Africa	44.60	2	96.23	Africa
Brazil	40.41	3	94.34	Latin America
Chile	38.45	4	92.45	Latin America
Thailand	29.22	5	90.57	Asia
Peru	21.59	8	84.91	Latin America
New Zealand	15.31	10	81.13	Oceania
Hong Kong	15.00	11	79.25	Asia
Australia	13.40	12	77.36	Oceania
Philippines	12.97	13	75.47	Asia
Switzerland	12.84	14	73.58	Europe
Canada	12.51	15	71.70	North America
USA	11.20	16	69.81	North America
Luxembourg	11.10	17	67.92	Europe
Netherlands	10.42	19	64.15	Europe
India	9.72	20	62.26	Asia
Denmark	9.39	21	60.38	Europe
Israel	9.21	22	58.49	the Middle East
Ireland	9.13	23	56.60	Europe
Sweden	9.12	24	54.72	Europe
South Korea	9.08	25	52.83	Asia
Russian Federation	8.18	27	49.06	Europe
France	7.99	28	47.17	Europe
Finland	7.97	29	45.28	Europe
Taiwan	7.61	30	43.40	Asia
Hungary	7.35	31	41.51	Europe
Italy	6.85	32	39.62	Europe
Portugal	6.85	33	37.74	Europe
the United Kingdom	6.71	34	35.85	Europe
Japan	6.53	35	33.96	Asia
Greece	6.24	36	32.08	Europe
Poland	6.01	37	30.19	Europe
Czech Republic	5.55	38	28.30	Europe
Austria	5.20	39	26.42	Europe
Argentina	5.17	40	24.53	Latin America
Turkey	5.01	41	22.64	the Middle East
Mexico	5.00	42	20.75	Latin America
Singapore	4.71	43	18.87	Asia
Indonesia	3.65	45	15.09	Asia
Norway	3.13	47	11.32	Europe
China	2.24	49	7.55	Asia
Pakistan	2.20	50	5.66	the Middle East
Germany	1.04	51	3.77	Europe
Spain	-0.45	52	1.89	Europe
Belgium	-0.97	53	0.00	Europe

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Operating Income (Measuring and Testing Instruments for Electricity and Electrical Signals)

Countries in Asia	Value (total revenue = 100)	Rank	Percentile
Malaysia	44.63	1	96.15
Thailand	29.22	2	92.31
Mongolia	26.07	3	88.46
North Korea	20.96	4	84.62
Hong Kong	15.00	5	80.77
Papua New Guinea	14.65	6	76.92
Burma	13.01	7	73.08
Philippines	12.97	8	69.23
Brunei	11.59	9	65.38
India	9.72	10	61.54
South Korea	9.08	11	57.69
Seychelles	7.63	12	53.85
Taiwan	7.61	13	50.00
Cambodia	7.38	14	46.15
Laos	7.11	15	42.31
Japan	6.53	16	38.46
Vietnam	6.46	17	34.62
Bangladesh	5.53	18	30.77
Bhutan	5.27	19	26.92
Macau	5.10	20	23.08
Nepal	4.72	21	19.23
Singapore	4.71	22	15.38
Indonesia	3.65	23	11.54
Maldives	3.33	24	7.69
Sri Lanka	2.62	25	3.85
China	2.24	26	0.00

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Earnings Before Interest and Taxes (EBIT)

Countries	Value (total revenue = 100)	Rank	Percentile	Region
Malaysia	47.98	1	98.11	Asia
South Africa	47.95	2	96.23	Africa
Brazil	43.44	3	94.34	Latin America
Chile	41.33	4	92.45	Latin America
Thailand	31.41	5	90.57	Asia
Peru	23.21	8	84.91	Latin America
Italy	16.29	10	81.13	Europe
Australia	15.43	11	79.25	Oceania
Philippines	13.94	12	77.36	Asia
Switzerland	13.65	13	75.47	Europe
Canada	13.15	14	73.58	North America
New Zealand	12.80	15	71.70	Oceania
Hong Kong	12.55	16	69.81	Asia
France	12.11	17	67.92	Europe
Luxembourg	11.81	19	64.15	Europe
Denmark	11.81	20	62.26	Europe
Netherlands	11.59	21	60.38	Europe
Israel	11.16	22	58.49	the Middle East
Ireland	11.06	23	56.60	Europe
USA	11.05	24	54.72	North America
India	10.56	25	52.83	Asia
Sweden	10.41	26	50.94	Europe
Taiwan	9.22	27	49.06	Asia
Finland	8.90	28	47.17	Europe
Portugal	8.30	29	45.28	Europe
South Korea	7.94	30	43.40	Asia
Greece	7.56	31	41.51	Europe
Russian Federation	7.15	33	37.74	Europe
Austria	7.07	34	35.85	Europe
the United Kingdom	6.99	35	33.96	Europe
Czech Republic	6.73	36	32.08	Europe
Norway	6.59	37	30.19	Europe
Hungary	6.43	38	28.30	Europe
Singapore	6.41	39	26.42	Asia
Argentina	6.27	40	24.53	Latin America
Japan	5.40	41	22.64	Asia
Poland	5.26	42	20.75	Europe
Turkey	4.38	43	18.87	the Middle East
Mexico	4.37	44	16.98	Latin America
Germany	4.00	46	13.21	Europe
Indonesia	2.42	47	11.32	Asia
China	1.48	50	5.66	Asia
Pakistan	1.46	51	3.77	the Middle East
Belgium	-2.63	52	1.89	Europe
Spain	-4.85	53	0.00	Europe

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Earnings Before Interest and Taxes (EBIT)
(Measuring and Testing Instruments for Electricity and Electrical Signals)

Countries in Asia	Value (total revenue = 100)	Rank	Percentile
Malaysia	47.98	1	96.15
Thailand	31.41	2	92.31
Mongolia	28.03	3	88.46
North Korea	22.53	4	84.62
Papua New Guinea	15.75	5	80.77
Burma	13.99	6	76.92
Philippines	13.94	7	73.08
Hong Kong	12.55	8	69.23
Brunei	12.33	9	65.38
India	10.56	10	61.54
Taiwan	9.22	11	57.69
Cambodia	8.01	12	53.85
South Korea	7.94	13	50.00
Laos	7.73	14	46.15
Vietnam	7.01	15	42.31
Seychelles	6.67	16	38.46
Singapore	6.41	17	34.62
Macau	6.18	18	30.77
Bangladesh	6.01	19	26.92
Bhutan	5.72	20	23.08
Japan	5.40	21	19.23
Nepal	5.12	22	15.38
Indonesia	2.42	23	11.54
Maldives	2.21	24	7.69
Sri Lanka	1.74	25	3.85
China	1.48	26	0.00

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Pretax Income

Countries	Value (total revenue = 100)	Rank	Percentile	Region
Malaysia	47.97	1	98.11	Asia
South Africa	47.94	2	96.23	Africa
Brazil	43.44	3	94.34	Latin America
Chile	41.33	4	92.45	Latin America
Thailand	31.41	5	90.57	Asia
Peru	23.21	8	84.91	Latin America
New Zealand	17.86	9	83.02	Oceania
Hong Kong	17.50	10	81.13	Asia
Australia	14.37	12	77.36	Oceania
Philippines	13.94	13	75.47	Asia
Italy	13.28	14	73.58	Europe
Switzerland	12.48	15	71.70	Europe
Canada	12.37	16	69.81	North America
Luxembourg	10.79	18	66.04	Europe
Netherlands	10.31	19	64.15	Europe
Denmark	10.19	20	62.26	Europe
France	10.00	21	60.38	Europe
Israel	9.95	22	58.49	the Middle East
Ireland	9.87	23	56.60	Europe
USA	9.76	24	54.72	North America
Sweden	8.70	25	52.83	Europe
Taiwan	8.22	26	50.94	Asia
Finland	7.80	27	49.06	Europe
Portugal	7.40	28	47.17	Europe
Greece	6.74	29	45.28	Europe
Czech Republic	6.00	30	43.40	Europe
the United Kingdom	5.81	31	41.51	Europe
Argentina	5.59	32	39.62	Latin America
Austria	5.18	33	37.74	Europe
Singapore	5.10	34	35.85	Asia
South Korea	4.80	35	33.96	Asia
Japan	4.79	36	32.08	Asia
Russian Federation	4.32	38	28.30	Europe
Hungary	3.88	39	26.42	Europe
Norway	3.57	40	24.53	Europe
Poland	3.18	41	22.64	Europe
Germany	2.98	42	20.75	Europe
India	2.68	43	18.87	Asia
Turkey	2.65	44	16.98	the Middle East
Mexico	2.64	45	15.09	Latin America
Indonesia	0.44	47	11.32	Asia
China	0.27	50	5.66	Asia
Pakistan	0.26	51	3.77	the Middle East
Belgium	-4.41	52	1.89	Europe
Spain	-6.63	53	0.00	Europe

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Pretax Income
(Measuring and Testing Instruments for Electricity and Electrical Signals)

Countries in Asia	Value (total revenue = 100)	Rank	Percentile
Malaysia	47.97	1	96.15
Thailand	31.41	2	92.31
Mongolia	28.02	3	88.46
North Korea	22.53	4	84.62
Hong Kong	17.50	5	80.77
Papua New Guinea	15.75	6	76.92
Burma	13.99	7	73.08
Philippines	13.94	8	69.23
Brunei	11.27	9	65.38
Taiwan	8.22	10	61.54
Macau	5.51	11	57.69
Singapore	5.10	12	53.85
South Korea	4.80	13	50.00
Japan	4.79	14	46.15
Seychelles	4.03	15	42.31
India	2.68	16	38.46
Cambodia	2.03	17	34.62
Laos	1.96	18	30.77
Vietnam	1.78	19	26.92
Bangladesh	1.52	20	23.08
Bhutan	1.45	21	19.23
Nepal	1.30	22	15.38
Indonesia	0.44	23	11.54
Maldives	0.40	24	7.69
Sri Lanka	0.31	25	3.85
China	0.27	26	0.00

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Income Taxes

Countries	Value (total revenue = 100)	Rank	Percentile	Region
Malaysia	4.89	1	98.11	Asia
South Africa	4.89	2	96.23	Africa
Brazil	4.43	3	94.34	Latin America
Chile	4.21	4	92.45	Latin America
France	3.89	5	90.57	Europe
Italy	3.87	6	88.68	Europe
Canada	3.77	7	86.79	North America
Switzerland	3.62	8	84.91	Europe
Australia	3.44	9	83.02	Oceania
USA	3.30	10	81.13	North America
Netherlands	3.21	11	79.25	Europe
Thailand	3.20	12	77.36	Asia
Luxembourg	3.13	13	75.47	Europe
Finland	2.95	14	73.58	Europe
Sweden	2.86	15	71.70	Europe
Denmark	2.77	16	69.81	Europe
Japan	2.41	19	64.15	Asia
Peru	2.37	20	62.26	Latin America
the United Kingdom	2.08	21	60.38	Europe
Philippines	1.42	23	56.60	Asia
South Korea	1.22	24	54.72	Asia
Singapore	1.21	25	52.83	Asia
Germany	1.16	27	49.06	Europe
Russian Federation	1.10	29	45.28	Europe
Belgium	1.03	30	43.40	Europe
Israel	1.02	31	41.51	the Middle East
Ireland	1.02	32	39.62	Europe
Hungary	0.99	33	37.74	Europe
New Zealand	0.98	34	35.85	Oceania
Hong Kong	0.96	35	33.96	Asia
Taiwan	0.85	36	32.08	Asia
Poland	0.81	37	30.19	Europe
India	0.78	38	28.30	Asia
Portugal	0.76	39	26.42	Europe
Greece	0.69	40	24.53	Europe
Turkey	0.68	41	22.64	the Middle East
Mexico	0.67	42	20.75	Latin America
Czech Republic	0.62	44	16.98	Europe
Argentina	0.58	45	15.09	Latin America
Indonesia	0.36	46	13.21	Asia
China	0.22	49	7.55	Asia
Pakistan	0.22	50	5.66	the Middle East
Spain	0.02	51	3.77	Europe
Austria	-0.67	52	1.89	Europe
Norway	-0.98	53	0.00	Europe

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Income Taxes

(Measuring and Testing Instruments for Electricity and Electrical Signals)

Countries in Asia	Value (total revenue = 100)	Rank	Percentile
Malaysia	4.89	1	96.15
Brunei	3.27	2	92.31
Thailand	3.20	3	88.46
Mongolia	2.86	4	84.62
Japan	2.41	5	80.77
North Korea	2.30	6	76.92
Papua New Guinea	1.61	7	73.08
Burma	1.43	8	69.23
Philippines	1.42	9	65.38
South Korea	1.22	10	61.54
Singapore	1.21	11	57.69
Seychelles	1.03	12	53.85
Hong Kong	0.96	13	50.00
Taiwan	0.85	14	46.15
India	0.78	15	42.31
Cambodia	0.59	16	38.46
Laos	0.57	17	34.62
Macau	0.57	18	30.77
Vietnam	0.52	19	26.92
Bangladesh	0.45	20	23.08
Bhutan	0.42	21	19.23
Nepal	0.38	22	15.38
Indonesia	0.36	23	11.54
Maldives	0.33	24	7.69
Sri Lanka	0.26	25	3.85
China	0.22	26	0.00

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

3.5 FINANCIAL RETURNS IN TAIWAN: PROFITABILITY RATIOS

3.5.1 Overview

In this chapter we consider additional financial ratios estimated for firms involved in measuring and testing instruments for electricity and electrical signals operating in Taiwan benchmarked against global averages. The chapter begins by defining relevant terms. Estimates are then presented for the proto-typical firm operating in Taiwan compared to average global benchmarks. For ratios where there are large deviations between the average firm in Taiwan and the benchmarks, graphics are provided. Then the distribution of ratios is presented in the form of ranks and percentiles. Certain key ratios are highlighted across countries in the comparison group.

3.5.2 Ratios – Definitions of Terms

The following definitions are provided for those less familiar with financial ratio analysis. As this chapter deals with the global benchmarking of ratios, only definitions covering certain terms used in this chapter's tables and graphs are provided here. The glossary below reflects commonly accepted definitions across various countries and official sources.

- **Accounts Receivables Days.** The number of days' receivable sales generally correlates to the amount of the accounts receivables to the average daily sales on account. Accounts receivables days is often determined by dividing the gross receivables by (net sales/365).
- **Cash Earnings Return On Equity (%).** Cash earnings return on equity generally measures the return of revenues to the shareholders. This ratio is generally calculated by dividing (net income before nonrecurring items minus preferred dividends) by the average common equity.
- **Cash Flow.** Cash flow is generally defined as being equal to the company's net income plus the charge-off amounts for depreciation, depletion, amortization, extraordinary charges to reserves. These are bookkeeping deductions which are not paid out as cash.
- **Current Ratio.** The current ratio is generally defined as a ratio of liquidity measuring the ability of a business to pay its current obligations when due. The current ratio is generally calculated by dividing total current assets by total current liabilities. Managers and lenders often want the current ratio to be 2.00 or greater. This ratio is often seen as an indication of short-term debt-paying ability. The higher the ratio, the more liquid the company.
- **Fixed Charge Coverage Ratio.** The fixed charge coverage ratio is generally seen as an indication of the company's ability to cover its fixed charges. This ratio is typically determined by dividing recurring earnings excluding interest expense, tax expense, equity earnings, and minority earnings plus interest from rentals by interest expense including capitalized interest and interest from rentals.
- **Gross Profit Margin (%).** The gross profit margin is typically defined to equals the difference, in percent, between net sales revenue and the cost of goods sold.
- **Inventories (# of Days) Held.** Inventory days held is generally determined by dividing the ending inventory by (the cost of goods held/365). The number of days held results in the average daily cost of goods held.

- **Inventory Turnover (%).** Inventory turnover is used as a measure of the balance of inventory. It generally compares the amount of inventory with the total sales for the year. The ratio can reflect both on the quality of the inventory and the efficiency of management. Typically, the higher the turnover rate, the greater the likelihood that profits would be larger and less working capital bound up in inventory.
- **Net Margin (%).** The net margin is the ratio of net income dollars generated by each dollar of sales.
- **Operating Profit Margin (%).** Operating profit margin percent is the ratio of operating profit to net sales. Operating profit (loss) is income or loss before taxes calculated by the difference between total revenues and total expense disregarding the effects of any extraordinary transactions.
- **Quick Ratio.** The quick ratio, also commonly known as the “acid test ratio”, is a refined current ratio and is often seen as a more conservative measure of liquidity. The quick ratio is generally determined by dividing cash and equivalents plus trade receivables by total current liabilities. The ratio shows the degree to which a company's current liabilities can be covered by the most liquid current assets. Financial management texts generally conclude that any value of less than 1 to 1 implies a reciprocal dependency on inventory or other current assets to liquidate short-term debt.
- **Return on Assets (%).** Return on assets is generally used to measure a company's ability to use assets to create profit.
- **Return on Equity - Total (%).** The return on total equity ratio is often seen to reflect the profitability of the company's operations after income taxes. Return on equity is often considered to be a good measure of the company's profitability. Tax laws and tax loss carryovers can affect the net income and therefore can also affect the return on equity.
- **Return on Invested Capital (%).** The ratio of return on invested capital is typically defined as an evaluation of earnings performance without regard to the method of financing. This ratio measures the earnings on investment and is an indication of how well the company utilizes its asset base. Return on investment is a type of return on capital, therefore this ratio can be an indication of the company's ability to reward investors who provide long-term funds and to attract future investors.
- **Tax Rate (%).** The tax rate is typically defined as the average rate of domestic tax owed to government by the company.
- **Working Capital.** Net working capital equals the difference between total current assets and total current liabilities. Working capital often reflects a company's ability to expand volume and meet obligations. Since growth is usually one goal, the amount of working capital on this year's balance sheet should be greater than that of the previous year's. This is an efficiency, or turnover, ratio which benchmarks the rate at which current assets less current liabilities are used by the company in making sales. A low ratio can indicate a less profitable use of working capital in making sales. On the other hand, a very high ratio can indicate the company is wasting current assets which could be more efficiently deployed in production and in increasing sales and profits; or that the company may be undercapitalized, and thus vulnerable to liquidity problems in a period of weak business conditions.

3.5.3 Ratio Structure: Outlook

Using the methodology described in the introduction, the following table summarizes ratio structure benchmarks for firms involved in measuring and testing instruments for electricity and electrical signals in Taiwan. All figures are current-year projections for companies operating in Taiwan based on latest financial results available.

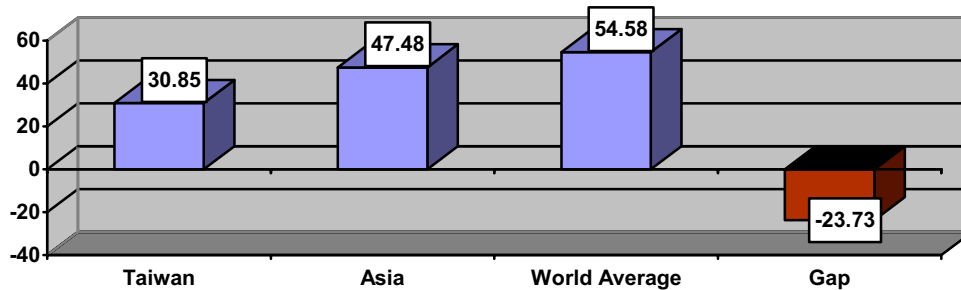
Ratios	Taiwan	Asia	World Avg.
Profitability			
Return on Equity - Total (%)	7.28	9.98	7.95
Return on Assets (%)	5.87	8.51	7.16
Return on Invested Capital (%)	7.31	10.12	8.36
Cash Earnings Return On Equity (%)	11.64	19.22	21.20
Cash Flow % Sales	11.32	10.47	8.10
Cost Goods Sold / Sales (%)	30.85	47.48	54.58
Gross Profit Margin (%)	47.74	21.90	18.75
Selling, General & Administrative Expense/Net Sales (%)	25.76	15.52	6.69
Research & Development / Net Sales (%)	14.37	2.50	1.58
Operating Profit Margin (%)	7.61	11.03	9.05
Operating Inc / Total Capital (%)	7.83	16.85	17.39
Pretax Margin (%)	8.22	9.58	6.62
Tax Rate (%)	8.51	23.41	31.63
Net Margin (%)	7.08	8.24	5.44
Total Asset Turnover (X) th USD	0.55	0.75	0.90
Asset Utilization			
Inventory Turnover (%)	2.87	3.07	3.38
Net Sales % Working Capital	0.92	3.49	5.78
Capital Expenditure % Gross Fixed Assets	66.05	12.51	6.89
Capital Expenditure % Total Assets	5.74	3.62	2.69
Capital Expenditure % Total Sales	8.71	4.52	2.79
Accumulated Depreciation % Gross Fixed Assets	48.89	29.89	33.70
Leverage			
Total Debt % Total Capital	4.96	31.02	40.83
Equity % Total Capital	82.64	46.12	40.47
Total Capital % Assets	61.90	47.11	46.87
Fixed Charge Coverage Ratio	7.66	1292.15	833.01
Fixed Assets % Common Equity	3.92	81.59	104.75
Working Capital % Total Capital	65.16	31.63	29.75
Liquidity			
Quick Ratio	2.51	1.41	1.18
Current Ratio	2.79	1.83	1.67
Cash & Equivalents % Total Current Assets	43.73	21.68	15.77
Receivables % Total Current Assets	30.61	27.51	32.01
Inventories % Total Current Assets	6.95	21.43	26.23
Accounts Receivables Days	111.20	67.99	71.93
Inventories (# of Days) Held	85.73	69.04	71.97

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

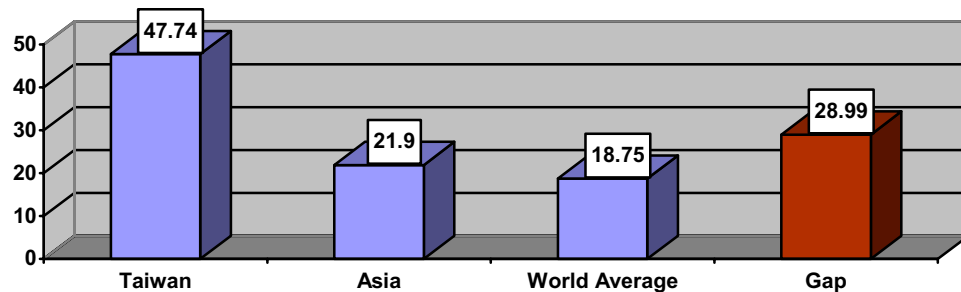
3.5.4 Large Variances: Ratios

The following graphics summarize for measuring and testing instruments for electricity and electrical signals the large ratio structure gaps between firms operating in Taiwan and the world average. A gap cannot necessarily be interpreted as a positive or negative reflection on performance. Gaps may signal areas of specialization, market focus, or expertise. More contextual information is required to fully interpret these gaps. The gaps highlighted here are simply those that are large.

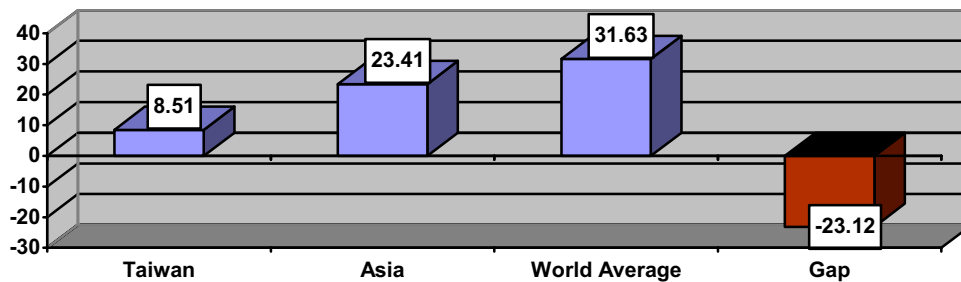
Gap: Cost Goods Sold / Sales (%)

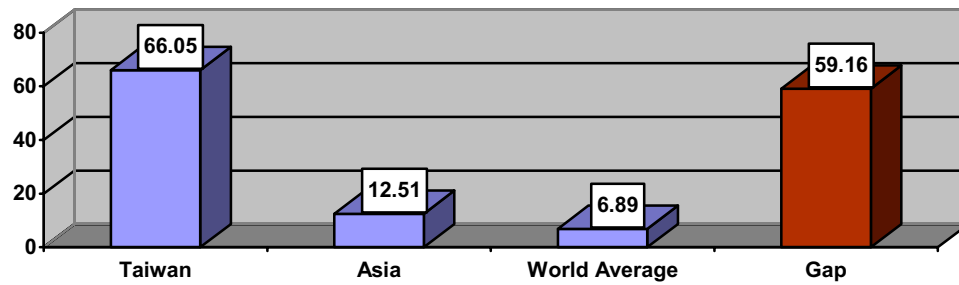
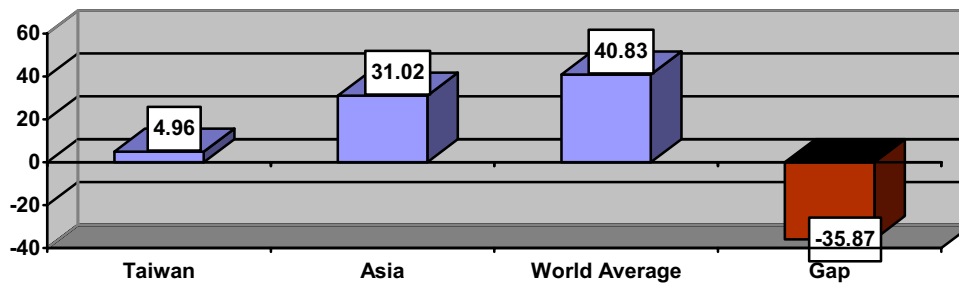
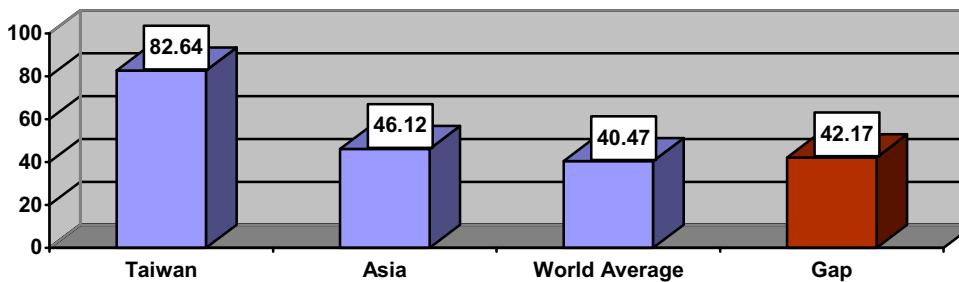
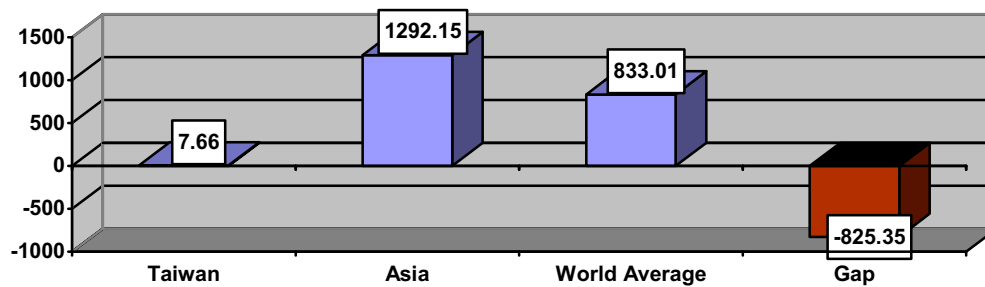


Gap: Gross Profit Margin (%)

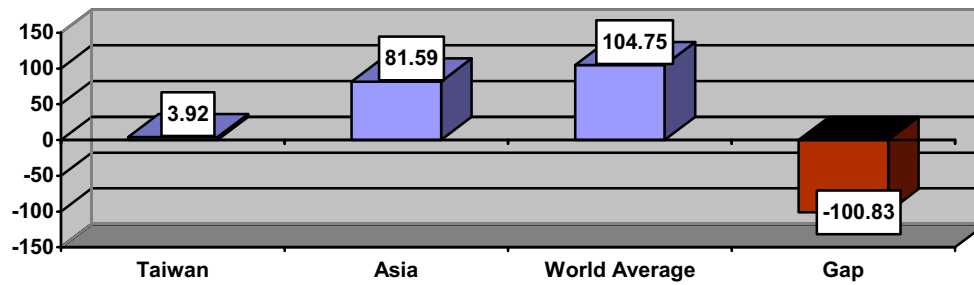


Gap: Tax Rate (%)

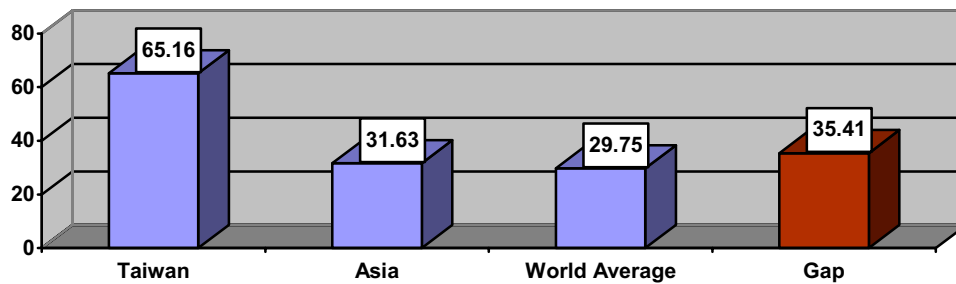


Gap: Capital Expenditure % Gross Fixed Assets**Gap: Total Debt % Total Capital****Gap: Equity % Total Capital****Gap: Fixed Charge Coverage Ratio**

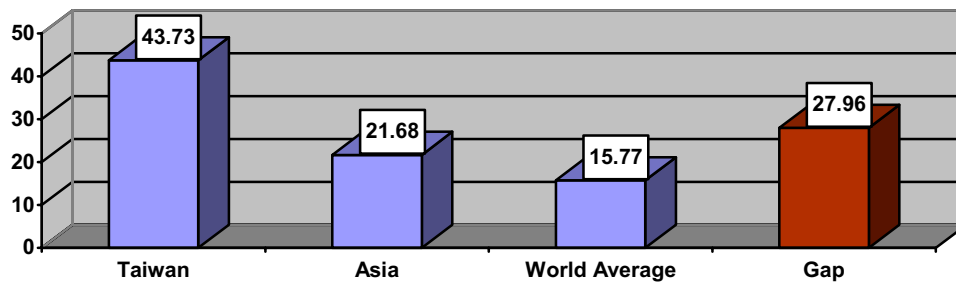
Gap: Fixed Assets % Common Equity



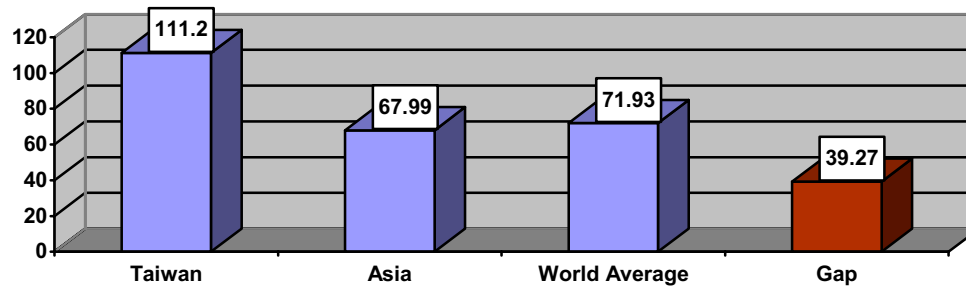
Gap: Working Capital % Total Capital



Gap: Cash & Equivalents % Total Current Assets



Gap: Accounts Receivables Days



3.5.5 Key Percentiles and Rankings

We now consider the distribution of financial ratios for measuring and testing instruments for electricity and electrical signals using ranks and percentiles. What percent of countries have a value lower or higher than Taiwan (what is the ratio's rank or percentile)? The table below answers this question with respect to financial ratios. The ranks and percentiles indicate, from highest to lowest, where a value falls within the distribution of all countries considered in the global benchmark (the number of countries in the benchmark per line item may vary, as indicated in the Rank). Again, a high or low figure does not necessarily indicate good or bad performance. After the summary table below, a few key financial ratios are highlighted in additional tables.

Ratios	Taiwan	Rank of Total	Percentile
Profitability			
Return on Equity - Total (%)	7.28	34 of 53	35.85
Return on Assets (%)	5.87	31 of 53	41.51
Return on Invested Capital (%)	7.31	32 of 53	39.62
Cash Earnings Return On Equity (%)	11.64	43 of 53	18.87
Cash Flow % Sales	11.32	22 of 53	58.49
Cost Goods Sold / Sales (%)	30.85	42 of 53	20.75
Gross Profit Margin (%)	47.74	9 of 53	83.02
Selling, General & Administrative Expense/Net Sales (%)	25.76	15 of 40	62.50
Research & Development / Net Sales (%)	14.37	4 of 46	91.30
Operating Profit Margin (%)	7.61	30 of 53	43.40
Operating Inc / Total Capital (%)	7.83	45 of 53	15.09
Pretax Margin (%)	8.22	26 of 53	50.94
Tax Rate (%)	8.51	39 of 50	22.00
Net Margin (%)	7.08	21 of 53	60.38
Total Asset Turnover (X) th USD	0.55	38 of 53	28.30
Asset Utilization			
Inventory Turnover (%)	2.87	35 of 53	33.96
Net Sales % Working Capital	0.92	32 of 53	39.62
Capital Expenditure % Gross Fixed Assets	66.05	3 of 52	94.23
Capital Expenditure % Total Assets	5.74	19 of 52	63.46
Capital Expenditure % Total Sales	8.71	13 of 52	75.00
Accumulated Depreciation % Gross Fixed Assets	48.89	17 of 53	67.92
Leverage			
Total Debt % Total Capital	4.96	38 of 42	9.52
Equity % Total Capital	82.64	20 of 53	62.26
Total Capital % Assets	61.90	17 of 53	67.92
Fixed Charge Coverage Ratio	7.66	30 of 53	43.40
Fixed Assets % Common Equity	3.92	47 of 53	11.32
Working Capital % Total Capital	65.16	10 of 53	81.13
Liquidity			
Quick Ratio	2.51	15 of 53	71.70
Current Ratio	2.79	17 of 53	67.92
Cash & Equivalents % Total Current Assets	43.73	9 of 53	83.02
Receivables % Total Current Assets	30.61	26 of 53	50.94
Inventories % Total Current Assets	6.95	40 of 53	24.53
Accounts Receivables Days	111.20	11 of 53	79.25
Inventories (# of Days) Held	85.73	25 of 53	52.83

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Gross Profit Margin (%)

Countries	Value	Rank	Percentile	Region
Israel	57.76	1	98.11	the Middle East
Ireland	57.29	2	96.23	Europe
Malaysia	55.22	3	94.34	Asia
South Africa	55.18	4	92.45	Africa
Finland	50.88	5	90.57	Europe
Brazil	50.00	6	88.68	Latin America
Switzerland	49.85	7	86.79	Europe
Netherlands	48.19	8	84.91	Europe
Taiwan	47.74	9	83.02	Asia
Chile	47.57	10	81.13	Latin America
Australia	46.72	11	79.25	Oceania
USA	46.13	12	77.36	North America
Luxembourg	43.11	13	75.47	Europe
Portugal	42.97	14	73.58	Europe
New Zealand	42.10	15	71.70	Oceania
Sweden	41.82	16	69.81	Europe
Hong Kong	41.25	17	67.92	Asia
Greece	39.15	18	66.04	Europe
Denmark	38.80	19	64.15	Europe
Austria	38.23	20	62.26	Europe
Thailand	36.16	21	60.38	Asia
the United Kingdom	36.14	22	58.49	Europe
Italy	35.05	23	56.60	Europe
Czech Republic	34.85	24	54.72	Europe
Belgium	34.36	25	52.83	Europe
Japan	33.73	26	50.94	Asia
Argentina	32.46	27	49.06	Latin America
Canada	31.79	28	47.17	North America
Peru	26.72	31	41.51	Latin America
Spain	25.61	32	39.62	Europe
Germany	22.47	33	37.74	Europe
South Korea	21.10	34	35.85	Asia
Russian Federation	19.01	37	30.19	Europe
France	18.40	38	28.30	Europe
Singapore	17.36	39	26.42	Asia
Hungary	17.08	40	24.53	Europe
Norway	17.03	41	22.64	Europe
Philippines	16.04	42	20.75	Asia
India	14.30	43	18.87	Asia
Indonesia	14.05	44	16.98	Asia
Poland	13.97	45	15.09	Europe
Turkey	11.65	48	9.43	the Middle East
Mexico	11.62	49	7.55	Latin America
China	8.62	52	1.89	Asia
Pakistan	8.47	53	0.00	the Middle East

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Gross Profit Margin (%)
(Measuring and Testing Instruments for Electricity and Electrical Signals)

Countries in Asia	Value	Rank	Percentile
Malaysia	55.22	1	96.15
Taiwan	47.74	2	92.31
Brunei	45.02	3	88.46
Hong Kong	41.25	4	84.62
Thailand	36.16	5	80.77
Japan	33.73	6	76.92
Mongolia	32.26	7	73.08
Macau	31.99	8	69.23
North Korea	25.93	9	65.38
South Korea	21.10	10	61.54
Papua New Guinea	18.13	11	57.69
Seychelles	17.74	12	53.85
Singapore	17.36	13	50.00
Burma	16.10	14	46.15
Philippines	16.04	15	42.31
India	14.30	16	38.46
Indonesia	14.05	17	34.62
Maldives	12.81	18	30.77
Cambodia	10.85	19	26.92
Laos	10.47	20	23.08
Sri Lanka	10.10	21	19.23
Vietnam	9.50	22	15.38
China	8.62	23	11.54
Bangladesh	8.14	24	7.69
Bhutan	7.75	25	3.85
Nepal	6.94	26	0.00

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Pretax Margin (%)

Countries	Value	Rank	Percentile	Region
Malaysia	47.97	1	98.11	Asia
South Africa	47.94	2	96.23	Africa
Brazil	43.44	3	94.34	Latin America
Chile	41.33	4	92.45	Latin America
Thailand	31.41	5	90.57	Asia
Peru	23.21	8	84.91	Latin America
New Zealand	17.86	9	83.02	Oceania
Hong Kong	17.50	10	81.13	Asia
Australia	14.37	12	77.36	Oceania
Philippines	13.94	13	75.47	Asia
Italy	13.28	14	73.58	Europe
Switzerland	12.48	15	71.70	Europe
Canada	12.37	16	69.81	North America
Luxembourg	10.79	18	66.04	Europe
Netherlands	10.31	19	64.15	Europe
Denmark	10.19	20	62.26	Europe
France	10.00	21	60.38	Europe
Israel	9.95	22	58.49	the Middle East
Ireland	9.87	23	56.60	Europe
USA	9.76	24	54.72	North America
Sweden	8.70	25	52.83	Europe
Taiwan	8.22	26	50.94	Asia
Finland	7.80	27	49.06	Europe
Portugal	7.40	28	47.17	Europe
Greece	6.74	29	45.28	Europe
Czech Republic	6.00	30	43.40	Europe
the United Kingdom	5.81	31	41.51	Europe
Argentina	5.59	32	39.62	Latin America
Austria	5.18	33	37.74	Europe
Singapore	5.10	34	35.85	Asia
South Korea	4.80	35	33.96	Asia
Japan	4.79	36	32.08	Asia
Russian Federation	4.32	38	28.30	Europe
Hungary	3.88	39	26.42	Europe
Norway	3.57	40	24.53	Europe
Poland	3.18	41	22.64	Europe
Germany	2.98	42	20.75	Europe
India	2.68	43	18.87	Asia
Turkey	2.65	44	16.98	the Middle East
Mexico	2.64	45	15.09	Latin America
Indonesia	0.44	47	11.32	Asia
China	0.27	50	5.66	Asia
Pakistan	0.26	51	3.77	the Middle East
Belgium	-4.41	52	1.89	Europe
Spain	-6.63	53	0.00	Europe

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Pretax Margin (%)
(Measuring and Testing Instruments for Electricity and Electrical Signals)

Countries in Asia	Value	Rank	Percentile
Malaysia	47.97	1	96.15
Thailand	31.41	2	92.31
Mongolia	28.02	3	88.46
North Korea	22.53	4	84.62
Hong Kong	17.50	5	80.77
Papua New Guinea	15.75	6	76.92
Burma	13.99	7	73.08
Philippines	13.94	8	69.23
Brunei	11.27	9	65.38
Taiwan	8.22	10	61.54
Macau	5.51	11	57.69
Singapore	5.10	12	53.85
South Korea	4.80	13	50.00
Japan	4.79	14	46.15
Seychelles	4.03	15	42.31
India	2.68	16	38.46
Cambodia	2.03	17	34.62
Laos	1.96	18	30.77
Vietnam	1.78	19	26.92
Bangladesh	1.52	20	23.08
Bhutan	1.45	21	19.23
Nepal	1.30	22	15.38
Indonesia	0.44	23	11.54
Maldives	0.40	24	7.69
Sri Lanka	0.31	25	3.85
China	0.27	26	0.00

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Quick Ratio

Countries	Value	Rank	Percentile	Region
Malaysia	4.68	1	98.11	Asia
South Africa	4.68	2	96.23	Africa
Denmark	4.25	3	94.34	Europe
Brazil	4.24	4	92.45	Latin America
Chile	4.03	5	90.57	Latin America
Belgium	3.19	6	88.68	Europe
Thailand	3.06	7	86.79	Asia
Israel	3.03	8	84.91	the Middle East
Canada	3.03	9	83.02	North America
Ireland	3.01	10	81.13	Europe
New Zealand	2.96	11	79.25	Oceania
Hong Kong	2.90	12	77.36	Asia
USA	2.61	13	75.47	North America
Taiwan	2.51	15	71.70	Asia
Sweden	2.39	16	69.81	Europe
Peru	2.26	18	66.04	Latin America
Portugal	2.26	19	64.15	Europe
Netherlands	2.12	20	62.26	Europe
Greece	2.06	21	60.38	Europe
Japan	1.99	22	58.49	Asia
Czech Republic	1.83	23	56.60	Europe
Argentina	1.71	24	54.72	Latin America
Austria	1.68	25	52.83	Europe
Germany	1.68	26	50.94	Europe
Switzerland	1.52	28	47.17	Europe
Finland	1.47	29	45.28	Europe
Norway	1.47	30	43.40	Europe
Italy	1.37	31	41.51	Europe
Philippines	1.36	32	39.62	Asia
India	1.36	33	37.74	Asia
France	1.35	34	35.85	Europe
Luxembourg	1.31	35	33.96	Europe
the United Kingdom	1.21	36	32.08	Europe
Australia	1.08	38	28.30	Oceania
Singapore	0.82	39	26.42	Asia
Spain	0.73	40	24.53	Europe
Indonesia	0.42	41	22.64	Asia
South Korea	0.37	43	18.87	Asia
Russian Federation	0.33	45	15.09	Europe
Hungary	0.30	47	11.32	Europe
China	0.26	48	9.43	Asia
Pakistan	0.25	49	7.55	the Middle East
Poland	0.24	50	5.66	Europe
Turkey	0.20	51	3.77	the Middle East
Mexico	0.20	52	1.89	Latin America

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Quick Ratio (Measuring and Testing Instruments for Electricity and Electrical Signals)

Countries in Asia	Value	Rank	Percentile
Malaysia	4.68	1	96.15
Thailand	3.06	2	92.31
Hong Kong	2.90	3	88.46
Mongolia	2.73	4	84.62
Taiwan	2.51	5	80.77
North Korea	2.20	6	76.92
Japan	1.99	7	73.08
Macau	1.68	8	69.23
Papua New Guinea	1.54	9	65.38
Brunei	1.37	10	61.54
Burma	1.36	11	57.69
Philippines	1.36	12	53.85
India	1.36	13	50.00
Cambodia	1.03	14	46.15
Laos	0.99	15	42.31
Vietnam	0.90	16	38.46
Singapore	0.82	17	34.62
Bangladesh	0.77	18	30.77
Bhutan	0.73	19	26.92
Nepal	0.66	20	23.08
Indonesia	0.42	21	19.23
Maldives	0.38	22	15.38
South Korea	0.37	23	11.54
Seychelles	0.31	24	7.69
Sri Lanka	0.30	25	3.85
China	0.26	26	0.00

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Current Ratio

Countries	Value	Rank	Percentile	Region
Malaysia	5.06	1	98.11	Asia
South Africa	5.06	2	96.23	Africa
Canada	4.94	3	94.34	North America
Denmark	4.84	4	92.45	Europe
Brazil	4.58	5	90.57	Latin America
Belgium	4.55	6	88.68	Europe
Chile	4.36	7	86.79	Latin America
USA	3.97	8	84.91	North America
New Zealand	3.72	9	83.02	Oceania
Hong Kong	3.64	10	81.13	Asia
Israel	3.37	11	79.25	the Middle East
Ireland	3.35	12	77.36	Europe
Thailand	3.31	13	75.47	Asia
Sweden	3.28	14	73.58	Europe
Netherlands	3.02	15	71.70	Europe
Germany	2.79	16	69.81	Europe
Taiwan	2.79	17	67.92	Asia
Japan	2.71	19	64.15	Asia
Austria	2.55	21	60.38	Europe
Portugal	2.51	22	58.49	Europe
Peru	2.45	23	56.60	Latin America
Switzerland	2.30	24	54.72	Europe
Greece	2.29	25	52.83	Europe
France	2.24	26	50.94	Europe
Finland	2.21	27	49.06	Europe
Italy	2.14	28	47.17	Europe
Norway	2.13	29	45.28	Europe
Czech Republic	2.03	30	43.40	Europe
Singapore	2.03	31	41.51	Asia
Luxembourg	1.99	32	39.62	Europe
Argentina	1.90	33	37.74	Latin America
the United Kingdom	1.88	34	35.85	Europe
Australia	1.87	35	33.96	Oceania
India	1.84	36	32.08	Asia
Philippines	1.47	38	28.30	Asia
Spain	1.29	39	26.42	Europe
Indonesia	1.17	41	22.64	Asia
South Korea	0.82	44	16.98	Asia
Russian Federation	0.74	46	13.21	Europe
China	0.72	47	11.32	Asia
Pakistan	0.71	48	9.43	the Middle East
Hungary	0.67	49	7.55	Europe
Poland	0.54	50	5.66	Europe
Turkey	0.45	51	3.77	the Middle East
Mexico	0.45	52	1.89	Latin America

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Current Ratio (Measuring and Testing Instruments for Electricity and Electrical Signals)

Countries in Asia	Value	Rank	Percentile
Malaysia	5.06	1	96.15
Hong Kong	3.64	2	92.31
Thailand	3.31	3	88.46
Mongolia	2.96	4	84.62
Taiwan	2.79	5	80.77
Japan	2.71	6	76.92
North Korea	2.38	7	73.08
Brunei	2.08	8	69.23
Singapore	2.03	9	65.38
Macau	1.87	10	61.54
India	1.84	11	57.69
Papua New Guinea	1.66	12	53.85
Burma	1.48	13	50.00
Philippines	1.47	14	46.15
Cambodia	1.40	15	42.31
Laos	1.35	16	38.46
Vietnam	1.22	17	34.62
Indonesia	1.17	18	30.77
Maldives	1.07	19	26.92
Bangladesh	1.05	20	23.08
Bhutan	1.00	21	19.23
Nepal	0.89	22	15.38
Sri Lanka	0.84	23	11.54
South Korea	0.82	24	7.69
China	0.72	25	3.85
Seychelles	0.69	26	0.00

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Inventories % Total Current Assets

Countries	Value	Rank	Percentile	Region
Indonesia	57.43	1	98.11	Asia
Singapore	52.32	3	94.34	Asia
Italy	42.44	4	92.45	Europe
South Korea	41.92	5	90.57	Asia
Australia	41.23	7	86.79	Oceania
Germany	39.29	8	84.91	Europe
Russian Federation	37.78	10	81.13	Europe
Spain	36.00	11	79.25	Europe
China	35.22	12	77.36	Asia
Pakistan	34.63	13	75.47	the Middle East
Canada	34.07	14	73.58	North America
Hungary	33.94	15	71.70	Europe
Austria	32.59	16	69.81	Europe
France	32.37	17	67.92	Europe
Switzerland	32.02	18	66.04	Europe
USA	31.09	19	64.15	North America
Norway	30.60	20	62.26	Europe
the United Kingdom	29.83	21	60.38	Europe
Belgium	29.66	22	58.49	Europe
Denmark	29.51	23	56.60	Europe
Finland	28.80	24	54.72	Europe
Poland	27.76	25	52.83	Europe
Luxembourg	27.69	26	50.94	Europe
Netherlands	26.88	27	49.06	Europe
India	26.29	28	47.17	Asia
Japan	25.87	29	45.28	Asia
New Zealand	24.38	30	43.40	Oceania
Hong Kong	23.89	31	41.51	Asia
Turkey	23.15	32	39.62	the Middle East
Mexico	23.09	33	37.74	Latin America
Sweden	22.84	34	35.85	Europe
Israel	8.41	36	32.08	the Middle East
Ireland	8.34	37	30.19	Europe
Malaysia	7.21	38	28.30	Asia
South Africa	7.20	39	26.42	Africa
Taiwan	6.95	40	24.53	Asia
Brazil	6.53	41	22.64	Latin America
Portugal	6.26	42	20.75	Europe
Chile	6.21	43	18.87	Latin America
Greece	5.70	44	16.98	Europe
Czech Republic	5.08	45	15.09	Europe
Argentina	4.73	46	13.21	Latin America
Thailand	4.72	47	11.32	Asia
Peru	3.49	50	5.66	Latin America
Philippines	2.09	52	1.89	Asia

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Inventories % Total Current Assets
(Measuring and Testing Instruments for Electricity and Electrical Signals)

Countries in Asia	Value	Rank	Percentile
Indonesia	57.43	1	96.15
Maldives	52.36	2	92.31
Singapore	52.32	3	88.46
South Korea	41.92	4	84.62
Sri Lanka	41.30	5	80.77
Seychelles	35.25	6	76.92
China	35.22	7	73.08
Brunei	28.91	8	69.23
India	26.29	9	65.38
Japan	25.87	10	61.54
Hong Kong	23.89	11	57.69
Cambodia	19.95	12	53.85
Laos	19.24	13	50.00
Vietnam	17.46	14	46.15
Bangladesh	14.96	15	42.31
Bhutan	14.25	16	38.46
Nepal	12.75	17	34.62
Malaysia	7.21	18	30.77
Taiwan	6.95	19	26.92
Thailand	4.72	20	23.08
Macau	4.66	21	19.23
Mongolia	4.21	22	15.38
North Korea	3.38	23	11.54
Papua New Guinea	2.37	24	7.69
Burma	2.10	25	3.85
Philippines	2.09	26	0.00

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Accounts Receivables Days

Countries	Value	Rank	Percentile	Region
Italy	197.01	1	98.11	Europe
Austria	190.83	2	96.23	Europe
India	175.92	3	94.34	Asia
New Zealand	144.45	4	92.45	Oceania
Hong Kong	141.54	5	90.57	Asia
Israel	134.56	6	88.68	the Middle East
Ireland	133.45	7	86.79	Europe
Japan	120.51	8	84.91	Asia
France	113.98	9	83.02	Europe
Spain	113.49	10	81.13	Europe
Taiwan	111.20	11	79.25	Asia
Netherlands	104.41	12	77.36	Europe
Norway	100.09	13	75.47	Europe
Portugal	100.08	14	73.58	Europe
Belgium	96.76	15	71.70	Europe
Finland	93.55	16	69.81	Europe
Canada	91.24	17	67.92	North America
Greece	91.19	18	66.04	Europe
Germany	89.63	19	64.15	Europe
Sweden	87.55	20	62.26	Europe
Czech Republic	81.18	21	60.38	Europe
the United Kingdom	79.76	22	58.49	Europe
Singapore	78.07	23	56.60	Asia
Switzerland	77.39	24	54.72	Europe
Argentina	75.62	25	52.83	Latin America
USA	74.41	26	50.94	North America
Denmark	72.41	27	49.06	Europe
Australia	71.57	28	47.17	Oceania
Luxembourg	66.93	29	45.28	Europe
South Korea	49.69	30	43.40	Asia
Russian Federation	44.78	32	39.62	Europe
Malaysia	43.86	33	37.74	Asia
South Africa	43.83	34	35.85	Africa
Hungary	40.23	35	33.96	Europe
Brazil	39.71	36	32.08	Latin America
Chile	37.78	37	30.19	Latin America
Poland	32.90	38	28.30	Europe
Thailand	28.72	39	26.42	Asia
Turkey	27.45	40	24.53	the Middle East
Mexico	27.37	41	22.64	Latin America
Indonesia	26.56	42	20.75	Asia
Peru	21.22	47	11.32	Latin America
China	16.29	49	7.55	Asia
Pakistan	16.01	50	5.66	the Middle East
Philippines	12.74	52	1.89	Asia

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Accounts Receivables Days (Measuring and Testing Instruments for Electricity and Electrical Signals)

Countries in Asia	Value	Rank	Percentile
India	175.92	1	96.15
Hong Kong	141.54	2	92.31
Cambodia	133.49	3	88.46
Laos	128.73	4	84.62
Japan	120.51	5	80.77
Vietnam	116.81	6	76.92
Taiwan	111.20	7	73.08
Bangladesh	100.12	8	69.23
Bhutan	95.35	9	65.38
Nepal	85.34	10	61.54
Singapore	78.07	11	57.69
Macau	74.51	12	53.85
Brunei	69.89	13	50.00
South Korea	49.69	14	46.15
Malaysia	43.86	15	42.31
Seychelles	41.79	16	38.46
Thailand	28.72	17	34.62
Indonesia	26.56	18	30.77
Mongolia	25.62	19	26.92
Maldives	24.21	20	23.08
North Korea	20.60	21	19.23
Sri Lanka	19.10	22	15.38
China	16.29	23	11.54
Papua New Guinea	14.40	24	7.69
Burma	12.79	25	3.85
Philippines	12.74	26	0.00

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Inventories (# of Days) Held

Countries	Value	Rank	Percentile	Region
Italy	478.52	1	98.11	Europe
Belgium	272.70	2	96.23	Europe
Austria	235.24	3	94.34	Europe
Switzerland	191.09	4	92.45	Europe
Luxembourg	165.26	5	90.57	Europe
Netherlands	144.50	6	88.68	Europe
Australia	141.84	7	86.79	Oceania
USA	139.92	8	84.91	North America
Canada	132.80	9	83.02	North America
Singapore	132.51	10	81.13	Asia
New Zealand	130.80	11	79.25	Oceania
Japan	129.23	12	77.36	Asia
Hong Kong	128.17	13	75.47	Asia
Spain	118.08	14	73.58	Europe
Sweden	113.30	15	71.70	Europe
Israel	103.73	16	69.81	the Middle East
the United Kingdom	103.27	17	67.92	Europe
Ireland	102.87	18	66.04	Europe
France	102.65	19	64.15	Europe
Denmark	101.81	20	62.26	Europe
Germany	98.22	21	60.38	Europe
Finland	96.70	22	58.49	Europe
Norway	94.22	23	56.60	Europe
India	91.48	24	54.72	Asia
Taiwan	85.73	25	52.83	Asia
South Korea	82.27	26	50.94	Asia
Malaysia	77.28	27	49.06	Asia
South Africa	77.23	28	47.17	Africa
Portugal	77.15	29	45.28	Europe
Russian Federation	74.14	31	41.51	Europe
Greece	70.29	32	39.62	Europe
Brazil	69.97	33	37.74	Latin America
Indonesia	68.93	34	35.85	Asia
Hungary	66.61	35	33.96	Europe
Chile	66.57	36	32.08	Latin America
Czech Republic	62.58	38	28.30	Europe
Argentina	58.29	39	26.42	Latin America
Poland	54.48	40	24.53	Europe
Thailand	50.60	41	22.64	Asia
Turkey	45.44	43	18.87	the Middle East
Mexico	45.31	44	16.98	Latin America
China	42.27	46	13.21	Asia
Pakistan	41.56	48	9.43	the Middle East
Peru	37.39	50	5.66	Latin America
Philippines	22.45	52	1.89	Asia

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Inventories (# of Days) Held
(Measuring and Testing Instruments for Electricity and Electrical Signals)

Countries in Asia	Value	Rank	Percentile
Brunei	172.57	1	96.15
Singapore	132.51	2	92.31
Japan	129.23	3	88.46
Hong Kong	128.17	4	84.62
India	91.48	5	80.77
Taiwan	85.73	6	76.92
South Korea	82.27	7	73.08
Malaysia	77.28	8	69.23
Cambodia	69.42	9	65.38
Seychelles	69.18	10	61.54
Indonesia	68.93	11	57.69
Laos	66.94	12	53.85
Maldives	62.84	13	50.00
Vietnam	60.74	14	46.15
Macau	57.44	15	42.31
Bangladesh	52.06	16	38.46
Thailand	50.60	17	34.62
Bhutan	49.58	18	30.77
Sri Lanka	49.57	19	26.92
Mongolia	45.14	20	23.08
Nepal	44.38	21	19.23
China	42.27	22	15.38
North Korea	36.29	23	11.54
Papua New Guinea	25.37	24	7.69
Burma	22.53	25	3.85
Philippines	22.45	26	0.00

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

3.6 PRODUCTIVITY IN TAIWAN: ASSET-LABOR RATIOS

3.6.1 Overview

In this chapter, we consider numerous asset-labor ratios for measuring and testing instruments for electricity and electrical signals in Taiwan benchmarked against global averages. Productivity and utilization ratios are presented for companies operating in Taiwan and the average global benchmarks for measuring and testing instruments for electricity and electrical signals. For ratios where there are large deviations between Taiwan and the benchmarks, graphics are provided (sometimes referred to as a “gap” analysis). Then the distribution of ratios is presented in the form of ranks and percentiles. Certain asset-labor ratios are highlighted across countries in the comparison group.

In the case of asset-labor ratios, this report maintains comparability over time and across countries by using a common currency (the US dollar) and relates each measure to a “per employee basis”. Ratios are projected using raw financial statistics and, as ratios, are therefore comparable. Given a country’s human resource ratios, the resulting figures are benchmarked across regional and global averages.

We then report the larger asset-labor ratio gaps for measuring and testing instruments for electricity and electrical signals that Taiwan has vis-à-vis the worldwide average. Again, a gap need not be a bad sign. Rather, it is simply a substantial difference that might merit further attention or signal a firm’s relative incentive to invest locally. All figures are projections, so due caution is required.

3.6.2 Asset to Labor: Outlook

The following tables and graphs are prepared using the methodology described at the beginning of this section. All units are in thousands of US dollars per employee. All figures are current-year projections for measuring and testing instruments for electricity and electrical signals in Taiwan based on latest financial results available.

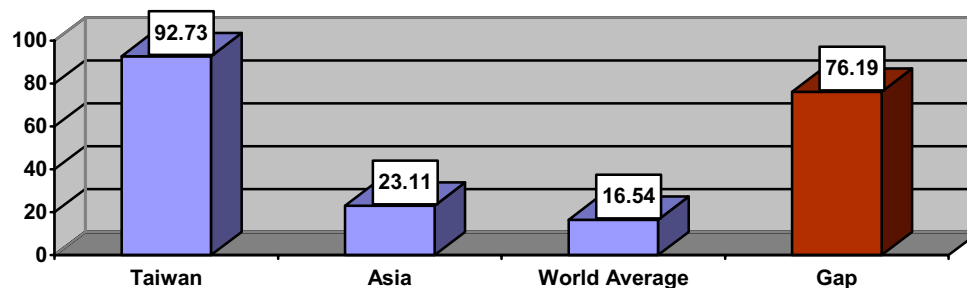
Labor-asset Ratios (\$k/employee)	Taiwan	Asia	World Avg.
Cash & Short Term Investments	92.73	23.11	16.54
Cash	92.73	11.49	6.48
Receivables (Net)	64.92	18.33	16.52
Total Inventories	14.75	14.02	12.85
Raw Materials	7.71	4.18	3.99
Work in Process	1.06	3.42	4.70
Finished Goods	5.98	13.98	3.82
Other Current Assets	2.87	4.59	5.64
Current Assets - Total	175.27	58.45	49.53
Property Plant and Equipment - Net	7.42	24.24	24.24
Property Plant and Equipment - Gross	18.16	36.80	37.10
Machinery & Equipment	16.48	20.02	22.11
Transportation Equipment	0.10	1.77	0.98
Property Plant & Equipment Under Capitalized Leases	1.57	1.40	0.64
Accumulated Depreciation - Total	10.74	12.68	12.88
Accumulated Depreciation -Machinery & Equipment	10.19	13.01	13.90
Accumulated Depreciation - Transportation Equipment	0.10	1.01	0.51
Accumulated Depreciation - PP&E Under Capitalized Leases	0.45	0.20	0.13
Other Assets	26.14	10.74	12.18
Tangible Other Assets	1.69	1.39	1.54
Intangible Other Assets	24.45	5.27	6.58
Total Assets	208.83	97.32	89.77

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

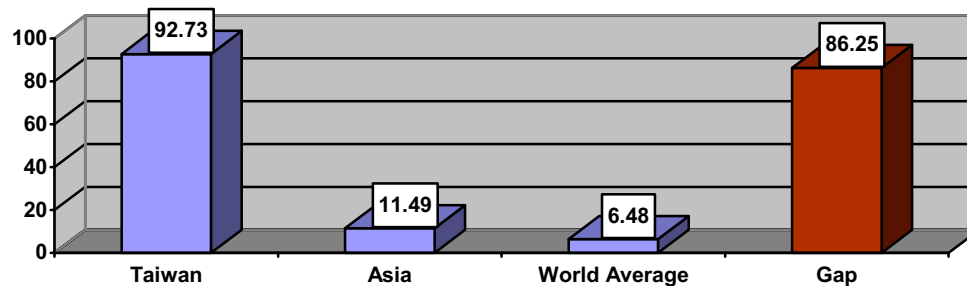
3.6.3 Asset to Labor: International Gaps

The following graphics summarize for measuring and testing instruments for electricity and electrical signals the large labor-asset gaps between firms operating in Taiwan and the world average. A gap cannot necessarily be interpreted as a positive or negative reflection on performance. Gaps may signal areas of specialization, market focus, or expertise. More contextual information is required to fully interpret these gaps. The gaps highlighted here are simply those that are large.

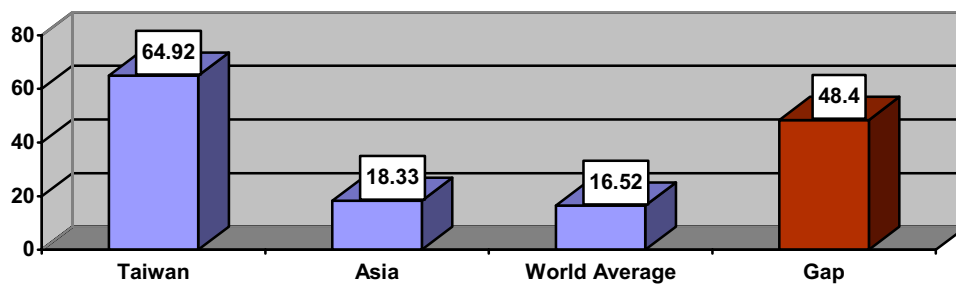
Gap: Cash & Short Term Investments (\$k/employee)

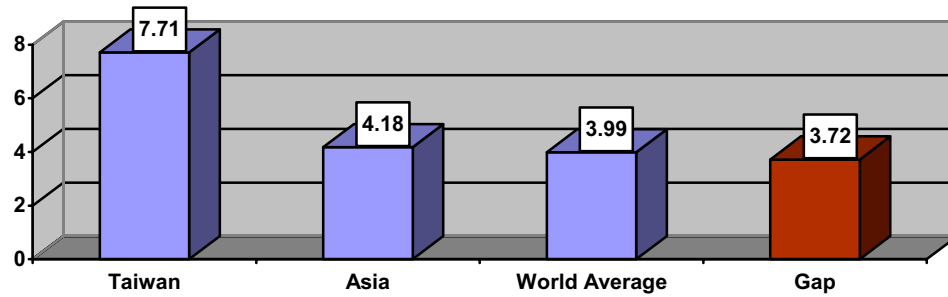
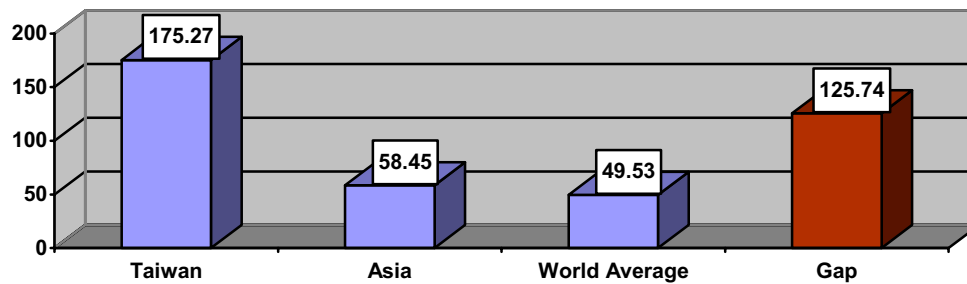
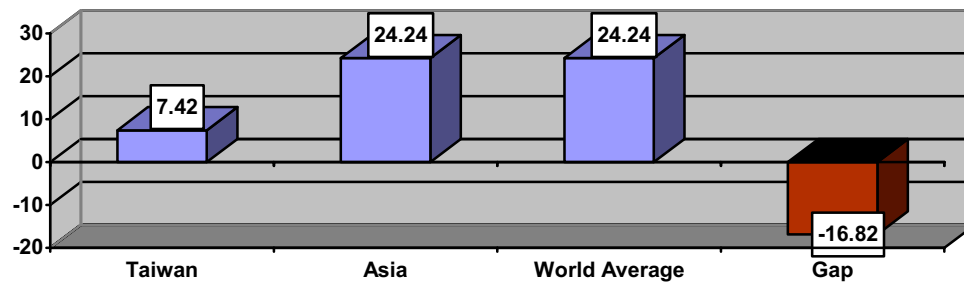
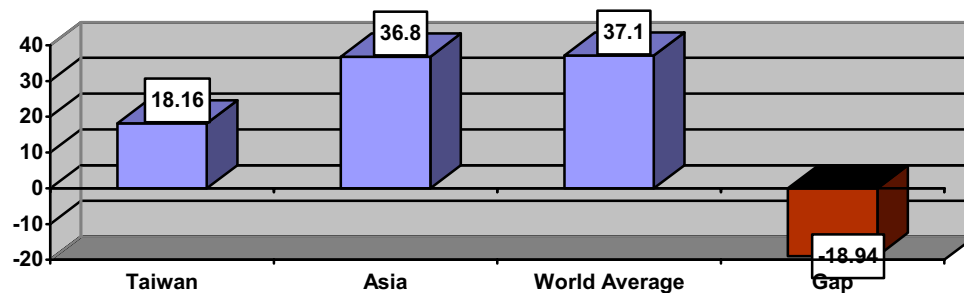


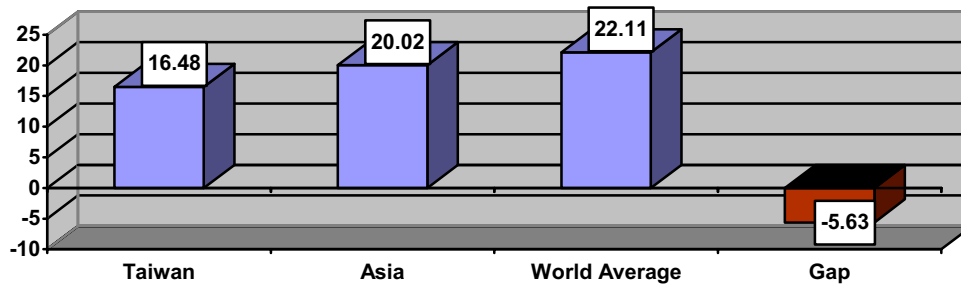
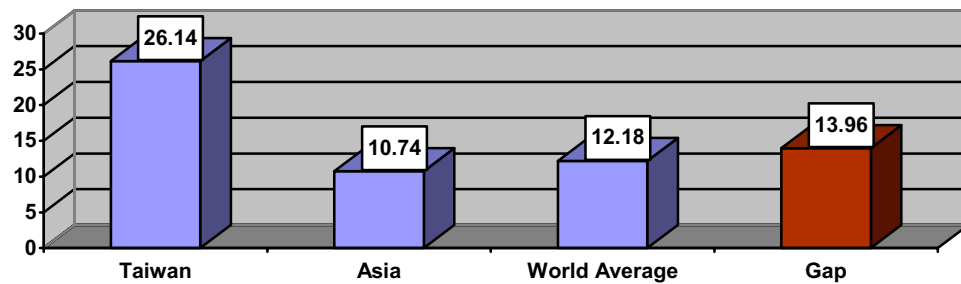
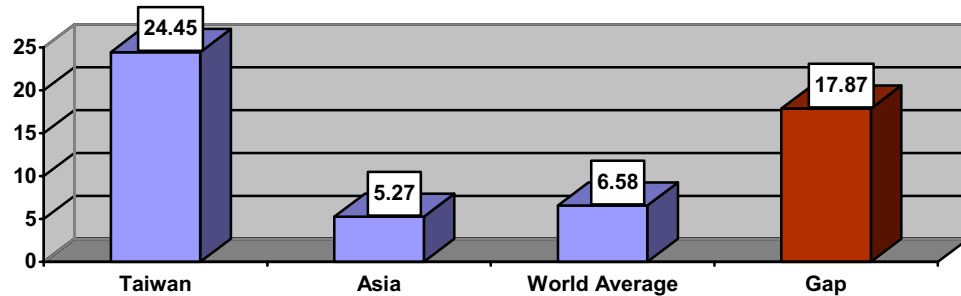
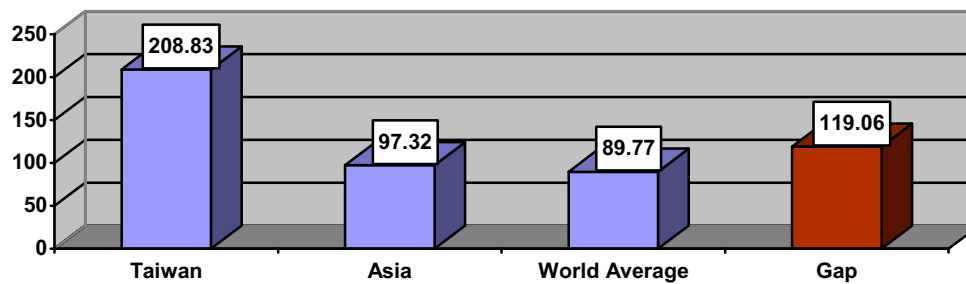
Gap: Cash (\$k/employee)



Gap: Receivables (Net) (\$k/employee)



Gap: Raw Materials (\$k/employee)**Gap: Current Assets - Total (\$k/employee)****Gap: Property Plant and Equipment - Net (\$k/employee)****Gap: Property Plant and Equipment - Gross (\$k/employee)**

Gap: Machinery & Equipment (\$k/employee)**Gap: Other Assets (\$k/employee)****Gap: Intangible Other Assets (\$k/employee)****Gap: Total Assets (\$k/employee)**

3.6.4 Key Percentiles and Rankings

We now consider the distribution of asset-labor ratios using ranks and percentiles across . What percent of countries have a productivity indicator lower or higher than Taiwan (what is the indicator's rank or percentile)? The table below answers this question with respect to asset-labor structure. The ranks and percentiles indicate, from highest to lowest, where a value falls within the distribution of all countries considered in the global benchmark (the number of countries in the benchmark per line item may vary, as indicated in the Rank). Again, a high or low figure does not necessarily indicate good or bad performance or productivity. After the summary table below, a few key asset-labor ratios are highlighted in additional tables.

Asset Structure (\$k/employee)	Taiwan	Rank of Total	Percentile
Cash & Short Term Investments	92.73	3 of 53	94.34
Cash	92.73	3 of 52	94.23
Receivables (Net)	64.92	6 of 53	88.68
Total Inventories	14.75	30 of 53	43.40
Raw Materials	7.71	25 of 46	45.65
Work in Process	1.06	35 of 46	23.91
Finished Goods	5.98	25 of 47	46.81
Other Current Assets	2.87	20 of 34	41.18
Current Assets - Total	175.27	7 of 53	86.79
Property Plant and Equipment - Net	7.42	37 of 53	30.19
Property Plant and Equipment - Gross	18.16	33 of 53	37.74
Machinery & Equipment	16.48	27 of 51	47.06
Transportation Equipment	0.10	38 of 42	9.52
Property Plant & Equipment Under Capitalized Leases	1.57	16 of 36	55.56
Accumulated Depreciation - Total	10.74	30 of 53	43.40
Accumulated Depreciation -Machinery & Equipment	10.19	27 of 51	47.06
Accumulated Depreciation - Transportation Equipment	0.10	35 of 41	14.63
Accumulated Depreciation - P P & E Under Capitalized Leases	0.45	11 of 34	67.65
Other Assets	26.14	21 of 42	50.00
Tangible Other Assets	1.69	14 of 32	56.25
Intangible Other Assets	24.45	11 of 42	73.81
Total Assets	208.83	18 of 53	66.04

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Cash & Short Term Investments

Countries	Value (\$K/employee)	Rank	Percentile	Region
Israel	112.21	1	98.11	the Middle East
Ireland	111.28	2	96.23	Europe
Taiwan	92.73	3	94.34	Asia
Belgium	90.94	4	92.45	Europe
Portugal	83.46	5	90.57	Europe
Greece	76.04	6	88.68	Europe
Czech Republic	67.70	7	86.79	Europe
Argentina	63.06	8	84.91	Latin America
Malaysia	58.39	9	83.02	Asia
South Africa	58.35	10	81.13	Africa
South Korea	55.27	11	79.25	Asia
Japan	54.45	12	77.36	Asia
Brazil	52.86	13	75.47	Latin America
Chile	50.30	15	71.70	Latin America
Russian Federation	49.81	16	69.81	Europe
Sweden	49.21	17	67.92	Europe
USA	46.50	18	66.04	North America
Hungary	44.75	19	64.15	Europe
Thailand	38.23	20	62.26	Asia
Poland	36.60	21	60.38	Europe
Italy	35.90	22	58.49	Europe
Switzerland	33.63	23	56.60	Europe
Turkey	30.53	25	52.83	the Middle East
Mexico	30.44	26	50.94	Latin America
Luxembourg	29.08	28	47.17	Europe
Peru	28.25	30	43.40	Latin America
France	27.69	31	41.51	Europe
New Zealand	27.25	32	39.62	Oceania
Hong Kong	26.70	33	37.74	Asia
Netherlands	25.19	34	35.85	Europe
Norway	23.91	35	33.96	Europe
Austria	22.47	36	32.08	Europe
Philippines	16.96	38	28.30	Asia
Finland	15.06	39	26.42	Europe
Canada	14.94	40	24.53	North America
Singapore	14.01	42	20.75	Asia
the United Kingdom	13.91	43	18.87	Europe
Denmark	11.88	44	16.98	Europe
Germany	6.80	45	15.09	Europe
Australia	4.75	46	13.21	Oceania
Spain	1.89	47	11.32	Europe
India	1.05	48	9.43	Asia
Indonesia	0.71	49	7.55	Asia
China	0.44	52	1.89	Asia
Pakistan	0.43	53	0.00	the Middle East

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Cash & Short Term Investments (Measuring and Testing Instruments for Electricity and Electrical Signals)

Countries in Asia	Value (\$K/employee)	Rank	Percentile
Taiwan	92.73	1	96.15
Macau	62.13	2	92.31
Malaysia	58.39	3	88.46
South Korea	55.27	4	84.62
Japan	54.45	5	80.77
Seychelles	46.48	6	76.92
Thailand	38.23	7	73.08
Mongolia	34.10	8	69.23
Brunei	30.37	9	65.38
North Korea	27.42	10	61.54
Hong Kong	26.70	11	57.69
Papua New Guinea	19.17	12	53.85
Burma	17.02	13	50.00
Philippines	16.96	14	46.15
Singapore	14.01	15	42.31
India	1.05	16	38.46
Cambodia	0.80	17	34.62
Laos	0.77	18	30.77
Indonesia	0.71	19	26.92
Vietnam	0.70	20	23.08
Maldives	0.65	21	19.23
Bangladesh	0.60	22	15.38
Bhutan	0.57	23	11.54
Sri Lanka	0.51	24	7.69
Nepal	0.51	25	3.85
China	0.44	26	0.00

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Receivables (Net)

Countries	Value (\$K/employee)	Rank	Percentile	Region
Austria	151.13	1	98.11	Europe
Italy	91.45	2	96.23	Europe
Israel	78.55	3	94.34	the Middle East
Ireland	77.90	4	92.45	Europe
Japan	77.41	5	90.57	Asia
Taiwan	64.92	6	88.68	Asia
France	60.30	7	86.79	Europe
Portugal	58.43	8	84.91	Europe
Greece	53.23	9	83.02	Europe
Finland	52.04	10	81.13	Europe
Netherlands	49.32	11	79.25	Europe
Norway	48.53	12	77.36	Europe
Czech Republic	47.39	13	75.47	Europe
Singapore	45.24	14	73.58	Asia
Belgium	44.23	15	71.70	Europe
Argentina	44.14	16	69.81	Latin America
Sweden	42.73	17	67.92	Europe
Switzerland	42.19	18	66.04	Europe
Australia	40.39	19	64.15	Oceania
USA	39.57	20	62.26	North America
Germany	36.86	21	60.38	Europe
Luxembourg	36.49	22	58.49	Europe
South Korea	32.34	23	56.60	Asia
Canada	31.10	24	54.72	North America
the United Kingdom	30.24	25	52.83	Europe
Russian Federation	29.14	27	49.06	Europe
Denmark	28.85	28	47.17	Europe
Hungary	26.18	29	45.28	Europe
Spain	24.71	30	43.40	Europe
New Zealand	23.57	31	41.51	Oceania
Hong Kong	23.10	32	39.62	Asia
Poland	21.41	33	37.74	Europe
India	19.60	34	35.85	Asia
Turkey	17.86	35	33.96	the Middle East
Mexico	17.81	36	32.08	Latin America
Malaysia	6.89	38	28.30	Asia
South Africa	6.88	39	26.42	Africa
Brazil	6.23	40	24.53	Latin America
Chile	5.93	41	22.64	Latin America
Thailand	4.51	42	20.75	Asia
Peru	3.33	45	15.09	Latin America
Indonesia	2.09	47	11.32	Asia
Philippines	2.00	48	9.43	Asia
China	1.28	52	1.89	Asia
Pakistan	1.26	53	0.00	the Middle East

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Receivables (Net)
(Measuring and Testing Instruments for Electricity and Electrical Signals)

Countries in Asia	Value (\$K/employee)	Rank	Percentile
Japan	77.41	1	96.15
Taiwan	64.92	2	92.31
Singapore	45.24	3	88.46
Macau	43.49	4	84.62
Brunei	38.10	5	80.77
South Korea	32.34	6	76.92
Seychelles	27.20	7	73.08
Hong Kong	23.10	8	69.23
India	19.60	9	65.38
Cambodia	14.87	10	61.54
Laos	14.34	11	57.69
Vietnam	13.01	12	53.85
Bangladesh	11.15	13	50.00
Bhutan	10.62	14	46.15
Nepal	9.51	15	42.31
Malaysia	6.89	16	38.46
Thailand	4.51	17	34.62
Mongolia	4.02	18	30.77
North Korea	3.23	19	26.92
Papua New Guinea	2.26	20	23.08
Indonesia	2.09	21	19.23
Burma	2.01	22	15.38
Philippines	2.00	23	11.54
Maldives	1.90	24	7.69
Sri Lanka	1.50	25	3.85
China	1.28	26	0.00

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Total Inventories

Countries	Value (\$K/employee)	Rank	Percentile	Region
Italy	149.95	1	98.11	Europe
Singapore	106.74	2	96.23	Asia
Austria	85.80	3	94.34	Europe
Belgium	50.60	4	92.45	Europe
South Korea	44.50	5	90.57	Asia
Japan	43.17	6	88.68	Asia
Russian Federation	40.10	8	84.91	Europe
France	36.68	9	83.02	Europe
Hungary	36.03	10	81.13	Europe
Switzerland	35.10	11	79.25	Europe
USA	33.83	12	77.36	North America
Germany	32.17	13	75.47	Europe
Norway	31.65	14	73.58	Europe
Australia	30.92	15	71.70	Oceania
Luxembourg	30.35	16	69.81	Europe
Finland	30.35	17	67.92	Europe
Poland	29.47	18	66.04	Europe
Netherlands	28.28	19	64.15	Europe
Canada	25.90	20	62.26	North America
Turkey	24.58	21	60.38	the Middle East
Mexico	24.51	22	58.49	Latin America
Sweden	23.21	23	56.60	Europe
the United Kingdom	21.04	25	52.83	Europe
Denmark	18.35	26	50.94	Europe
Israel	17.84	27	49.06	the Middle East
Ireland	17.70	28	47.17	Europe
Spain	16.91	29	45.28	Europe
Taiwan	14.75	30	43.40	Asia
Portugal	13.27	31	41.51	Europe
Greece	12.09	32	39.62	Europe
Czech Republic	10.76	33	37.74	Europe
Argentina	10.03	34	35.85	Latin America
New Zealand	8.55	35	33.96	Oceania
Hong Kong	8.38	36	32.08	Asia
India	7.37	37	30.19	Asia
Malaysia	5.09	38	28.30	Asia
South Africa	5.09	39	26.42	Africa
Brazil	4.61	40	24.53	Latin America
Indonesia	4.47	41	22.64	Asia
Chile	4.39	42	20.75	Latin America
Thailand	3.33	44	16.98	Asia
China	2.74	47	11.32	Asia
Pakistan	2.70	48	9.43	the Middle East
Peru	2.46	50	5.66	Latin America
Philippines	1.48	52	1.89	Asia

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Total Inventories
(Measuring and Testing Instruments for Electricity and Electrical Signals)

Countries in Asia	Value (\$K/employee)	Rank	Percentile
Singapore	106.74	1	96.15
South Korea	44.50	2	92.31
Japan	43.17	3	88.46
Seychelles	37.42	4	84.62
Brunei	31.69	5	80.77
Taiwan	14.75	6	76.92
Macau	9.88	7	73.08
Hong Kong	8.38	8	69.23
India	7.37	9	65.38
Cambodia	5.59	10	61.54
Laos	5.39	11	57.69
Malaysia	5.09	12	53.85
Vietnam	4.89	13	50.00
Indonesia	4.47	14	46.15
Bangladesh	4.19	15	42.31
Maldives	4.08	16	38.46
Bhutan	4.00	17	34.62
Nepal	3.58	18	30.77
Thailand	3.33	19	26.92
Sri Lanka	3.22	20	23.08
Mongolia	2.97	21	19.23
China	2.74	22	15.38
North Korea	2.39	23	11.54
Papua New Guinea	1.67	24	7.69
Burma	1.48	25	3.85
Philippines	1.48	26	0.00

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Current Assets - Total

Countries	Value (\$K/employee)	Rank	Percentile	Region
Italy	280.36	1	98.11	Europe
Austria	263.31	2	96.23	Europe
Israel	212.07	3	94.34	the Middle East
Ireland	210.32	4	92.45	Europe
Belgium	192.71	5	90.57	Europe
Japan	182.65	6	88.68	Asia
Taiwan	175.27	7	86.79	Asia
Singapore	167.79	8	84.91	Asia
South Korea	163.44	9	83.02	Asia
Portugal	157.74	10	81.13	Europe
Russian Federation	147.28	12	77.36	Europe
Greece	143.72	13	75.47	Europe
Hungary	132.33	14	73.58	Europe
USA	129.62	15	71.70	North America
Czech Republic	127.95	16	69.81	Europe
France	125.44	17	67.92	Europe
Sweden	124.04	18	66.04	Europe
Argentina	119.18	19	64.15	Latin America
Switzerland	114.58	20	62.26	Europe
Poland	108.22	21	60.38	Europe
Netherlands	107.67	22	58.49	Europe
Finland	106.60	23	56.60	Europe
Norway	104.09	24	54.72	Europe
Luxembourg	99.09	25	52.83	Europe
Turkey	90.27	26	50.94	the Middle East
Mexico	90.02	27	49.06	Latin America
Germany	79.42	29	45.28	Europe
Australia	76.49	30	43.40	Oceania
Canada	73.50	31	41.51	North America
Malaysia	70.62	32	39.62	Asia
South Africa	70.57	33	37.74	Africa
the United Kingdom	69.25	34	35.85	Europe
Brazil	63.94	35	33.96	Latin America
Chile	60.84	36	32.08	Latin America
Denmark	60.34	37	30.19	Europe
New Zealand	59.43	38	28.30	Oceania
Hong Kong	58.23	39	26.42	Asia
Spain	46.98	40	24.53	Europe
Thailand	46.24	41	22.64	Asia
Peru	34.16	44	16.98	Latin America
India	28.04	45	15.09	Asia
Philippines	20.52	47	11.32	Asia
Indonesia	7.79	49	7.55	Asia
China	4.77	52	1.89	Asia
Pakistan	4.69	53	0.00	the Middle East

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Current Assets - Total
(Measuring and Testing Instruments for Electricity and Electrical Signals)

Countries in Asia	Value (\$K/employee)	Rank	Percentile
Japan	182.65	1	96.15
Taiwan	175.27	2	92.31
Singapore	167.79	3	88.46
South Korea	163.44	4	84.62
Seychelles	137.44	5	80.77
Macau	117.43	6	76.92
Brunei	103.47	7	73.08
Malaysia	70.62	8	69.23
Hong Kong	58.23	9	65.38
Thailand	46.24	10	61.54
Mongolia	41.25	11	57.69
North Korea	33.16	12	53.85
India	28.04	13	50.00
Papua New Guinea	23.19	14	46.15
Cambodia	21.27	15	42.31
Burma	20.59	16	38.46
Philippines	20.52	17	34.62
Laos	20.51	18	30.77
Vietnam	18.61	19	26.92
Bangladesh	15.96	20	23.08
Bhutan	15.20	21	19.23
Nepal	13.60	22	15.38
Indonesia	7.79	23	11.54
Maldives	7.10	24	7.69
Sri Lanka	5.60	25	3.85
China	4.77	26	0.00

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Property Plant and Equipment - Net

Countries	Value (\$K/employee)	Rank	Percentile	Region
South Korea	177.04	1	98.11	Asia
Russian Federation	159.53	3	94.34	Europe
Hungary	143.34	4	92.45	Europe
Poland	117.23	5	90.57	Europe
Turkey	97.78	6	88.68	the Middle East
Mexico	97.51	7	86.79	Latin America
Japan	72.57	9	83.02	Asia
Switzerland	58.62	10	81.13	Europe
Luxembourg	50.70	11	79.25	Europe
Belgium	38.87	12	77.36	Europe
Canada	38.83	13	75.47	North America
Singapore	38.76	14	73.58	Asia
Netherlands	34.96	15	71.70	Europe
USA	33.60	16	69.81	North America
the United Kingdom	31.98	17	67.92	Europe
Finland	30.39	18	66.04	Europe
Italy	29.59	19	64.15	Europe
New Zealand	26.57	20	62.26	Oceania
Hong Kong	26.04	21	60.38	Asia
Denmark	24.57	22	58.49	Europe
Sweden	24.14	23	56.60	Europe
Norway	24.13	24	54.72	Europe
Germany	22.79	25	52.83	Europe
France	18.43	26	50.94	Europe
Australia	15.86	27	49.06	Oceania
Austria	14.94	28	47.17	Europe
India	11.40	29	45.28	Asia
Malaysia	9.67	30	43.40	Asia
South Africa	9.66	31	41.51	Africa
Israel	8.97	32	39.62	the Middle East
Ireland	8.90	33	37.74	Europe
Brazil	8.75	34	35.85	Latin America
Spain	8.47	35	33.96	Europe
Chile	8.33	36	32.08	Latin America
Taiwan	7.42	37	30.19	Asia
Portugal	6.67	38	28.30	Europe
Thailand	6.33	39	26.42	Asia
Greece	6.08	40	24.53	Europe
Czech Republic	5.41	41	22.64	Europe
Argentina	5.04	43	18.87	Latin America
Peru	4.68	45	15.09	Latin America
Indonesia	3.87	46	13.21	Asia
Philippines	2.81	49	7.55	Asia
China	2.37	52	1.89	Asia
Pakistan	2.33	53	0.00	the Middle East

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Property Plant and Equipment - Net
(Measuring and Testing Instruments for Electricity and Electrical Signals)

Countries in Asia	Value (\$K/employee)	Rank	Percentile
South Korea	177.04	1	96.15
Seychelles	148.88	2	92.31
Japan	72.57	3	88.46
Brunei	52.94	4	84.62
Singapore	38.76	5	80.77
Hong Kong	26.04	6	76.92
India	11.40	7	73.08
Malaysia	9.67	8	69.23
Cambodia	8.65	9	65.38
Laos	8.34	10	61.54
Vietnam	7.57	11	57.69
Taiwan	7.42	12	53.85
Bangladesh	6.49	13	50.00
Thailand	6.33	14	46.15
Bhutan	6.18	15	42.31
Mongolia	5.65	16	38.46
Nepal	5.53	17	34.62
Macau	4.97	18	30.77
North Korea	4.54	19	26.92
Indonesia	3.87	20	23.08
Maldives	3.53	21	19.23
Papua New Guinea	3.17	22	15.38
Burma	2.82	23	11.54
Philippines	2.81	24	7.69
Sri Lanka	2.78	25	3.85
China	2.37	26	0.00

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Accumulated Depreciation - Total

Countries	Value (\$K/employee)	Rank	Percentile	Region
Japan	80.78	1	98.11	Asia
Switzerland	51.15	2	96.23	Europe
South Korea	45.60	3	94.34	Asia
Luxembourg	44.24	4	92.45	Europe
Russian Federation	41.09	6	88.68	Europe
Germany	38.16	7	86.79	Europe
Hungary	36.92	8	84.91	Europe
Netherlands	35.28	9	83.02	Europe
the United Kingdom	34.27	10	81.13	Europe
Italy	34.10	11	79.25	Europe
USA	34.03	12	77.36	North America
Norway	33.44	13	75.47	Europe
Finland	31.30	14	73.58	Europe
Belgium	31.13	15	71.70	Europe
Poland	30.20	16	69.81	Europe
Turkey	25.19	17	67.92	the Middle East
Mexico	25.12	18	66.04	Latin America
Denmark	24.07	19	64.15	Europe
Spain	23.38	20	62.26	Europe
France	23.37	21	60.38	Europe
Sweden	20.72	23	56.60	Europe
Singapore	19.82	24	54.72	Asia
Austria	19.06	25	52.83	Europe
Canada	18.71	26	50.94	North America
Israel	13.00	27	49.06	the Middle East
Ireland	12.89	28	47.17	Europe
Australia	11.90	29	45.28	Oceania
Taiwan	10.74	30	43.40	Asia
India	10.25	31	41.51	Asia
Portugal	9.67	32	39.62	Europe
Greece	8.81	33	37.74	Europe
Czech Republic	7.84	34	35.85	Europe
Argentina	7.30	35	33.96	Latin America
New Zealand	7.05	36	32.08	Oceania
Hong Kong	6.91	37	30.19	Asia
Indonesia	4.04	38	28.30	Asia
Malaysia	3.41	40	24.53	Asia
South Africa	3.41	41	22.64	Africa
Brazil	3.09	42	20.75	Latin America
Chile	2.94	43	18.87	Latin America
China	2.48	45	15.09	Asia
Pakistan	2.43	46	13.21	the Middle East
Thailand	2.24	47	11.32	Asia
Peru	1.65	50	5.66	Latin America
Philippines	0.99	52	1.89	Asia

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Accumulated Depreciation - Total
(Measuring and Testing Instruments for Electricity and Electrical Signals)

Countries in Asia	Value (\$K/employee)	Rank	Percentile
Japan	80.78	1	96.15
Brunei	46.19	2	92.31
South Korea	45.60	3	88.46
Seychelles	38.35	4	84.62
Singapore	19.82	5	80.77
Taiwan	10.74	6	76.92
India	10.25	7	73.08
Cambodia	7.78	8	69.23
Laos	7.50	9	65.38
Macau	7.20	10	61.54
Hong Kong	6.91	11	57.69
Vietnam	6.81	12	53.85
Bangladesh	5.84	13	50.00
Bhutan	5.56	14	46.15
Nepal	4.97	15	42.31
Indonesia	4.04	16	38.46
Maldives	3.68	17	34.62
Malaysia	3.41	18	30.77
Sri Lanka	2.90	19	26.92
China	2.48	20	23.08
Thailand	2.24	21	19.23
Mongolia	1.99	22	15.38
North Korea	1.60	23	11.54
Papua New Guinea	1.12	24	7.69
Burma	1.00	25	3.85
Philippines	0.99	26	0.00

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Intangible Other Assets

Countries	Value (\$K/employee)	Rank	Percentile	Region
Netherlands	49.74	1	97.62	Europe
USA	46.68	2	95.24	North America
France	39.69	3	92.86	Europe
Switzerland	37.10	4	90.48	Europe
Luxembourg	32.09	5	88.10	Europe
Israel	29.59	6	85.71	the Middle East
Ireland	29.34	7	83.33	Europe
Finland	26.96	8	80.95	Europe
Sweden	25.45	9	78.57	Europe
the United Kingdom	24.91	10	76.19	Europe
Taiwan	24.45	11	73.81	Asia
South Korea	24.01	12	71.43	Asia
Canada	22.71	13	69.05	North America
Portugal	22.01	15	64.29	Europe
Russian Federation	21.63	16	61.90	Europe
Greece	20.05	17	59.52	Europe
Hungary	19.44	18	57.14	Europe
Italy	19.22	19	54.76	Europe
Czech Republic	17.85	20	52.38	Europe
Argentina	16.63	21	50.00	Latin America
Poland	15.90	22	47.62	Europe
Turkey	13.26	23	45.24	the Middle East
Mexico	13.22	24	42.86	Latin America
Belgium	10.76	26	38.10	Europe
Denmark	10.22	27	35.71	Europe
Australia	10.16	28	33.33	Oceania
Germany	9.71	29	30.95	Europe
Austria	8.31	30	28.57	Europe
Spain	5.34	31	26.19	Europe
Norway	4.64	32	23.81	Europe
New Zealand	3.54	33	21.43	Oceania
Hong Kong	3.47	34	19.05	Asia
Japan	2.79	35	16.67	Asia
India	1.91	36	14.29	Asia
Singapore	1.82	37	11.90	Asia
Indonesia	0.43	38	9.52	Asia
China	0.26	41	2.38	Asia
Pakistan	0.26	42	0.00	the Middle East

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Intangible Other Assets
(Measuring and Testing Instruments for Electricity and Electrical Signals)

Countries in Asia	Value (\$K/employee)	Rank	Percentile
Brunei	33.51	1	94.74
Taiwan	24.45	2	89.47
South Korea	24.01	3	84.21
Seychelles	20.19	4	78.95
Macau	16.38	5	73.68
Hong Kong	3.47	6	68.42
Japan	2.79	7	63.16
India	1.91	8	57.89
Singapore	1.82	9	52.63
Cambodia	1.45	10	47.37
Laos	1.40	11	42.11
Vietnam	1.27	12	36.84
Bangladesh	1.09	13	31.58
Bhutan	1.04	14	26.32
Nepal	0.93	15	21.05
Indonesia	0.43	16	15.79
Maldives	0.39	17	10.53
Sri Lanka	0.31	18	5.26
China	0.26	19	0.00

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

3.7 PRODUCTIVITY IN TAIWAN: LIABILITY-LABOR RATIOS

3.7.1 Overview

In this chapter we consider the liability-labor ratios of companies operating in Taiwan benchmarked against global averages for measuring and testing instruments for electricity and electrical signals. For ratios where there are large deviations between Taiwan and the benchmarks, graphics are provided (sometimes referred to as a “gap” analysis). Then the distribution of productivity ratios is presented in the form of ranks and percentiles. Certain key liability-labor ratios are highlighted for measuring and testing instruments for electricity and electrical signals across countries in the comparison group. Definitions of liability statement terms are given in Chapter 3.

In the case of liability-labor ratios, this report maintains comparability over time and across countries by using a common currency (the US dollar) and relates each measure to a “per employee basis”. Ratios are projected using raw financial statistics and, as ratios, are therefore comparable. Given a country’s human resource ratios, the resulting figures are benchmarked across regional and global averages.

I then report the larger liability-labor ratio gaps for measuring and testing instruments for electricity and electrical signals that Taiwan has vis-à-vis the worldwide average. Again, a gap need not be a bad sign. Rather, it is simply a substantial difference that might merit further attention or signal a firm’s relative incentive to invest locally. All figures are projections, so due caution is required.

3.7.2 Liability to Labor: Outlook

The following tables and graphs are prepared using the methodology described at the beginning of this section. All units are in thousands of US dollars per employee. All figures are current-year projections for measuring and testing instruments for electricity and electrical signals in Taiwan based on latest financial results available.

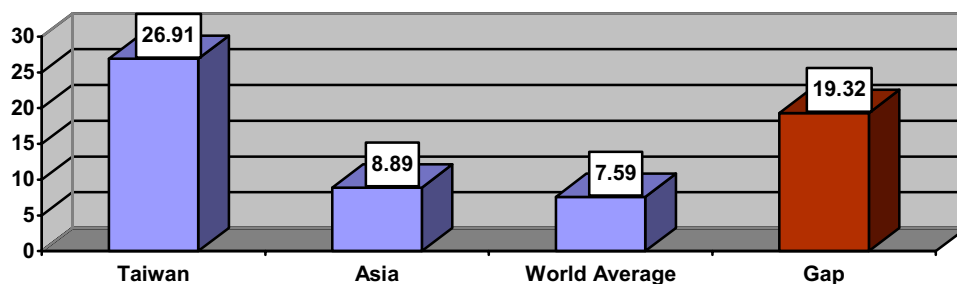
Labor-liability Ratios (\$k/employee)	Taiwan	Asia	World Avg.
Accounts Payable	26.91	8.89	7.59
Short Term Debt & Current Portion of Long Term Debt	9.98	15.13	15.22
Accrued Payroll	4.19	4.60	0.75
Income Taxes Payable	2.45	1.06	0.62
Other Current Liabilities	8.43	7.68	8.88
Current Liabilities - Total	51.96	33.29	33.02
Provision For Risks and Charges	1.41	2.70	2.22
Deferred Taxes	-0.95	0.10	0.25
Deferred Taxes - Debit	0.95	1.02	0.67
Total Liabilities	52.42	44.14	46.94
Common Equity	156.40	52.43	41.97
Common Stock	0.53	15.92	14.40
Capital Surplus	141.56	19.85	15.14
Retained Earnings	14.31	23.08	13.14
Total Liabilities & Shareholders Equity	208.83	97.32	89.77

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

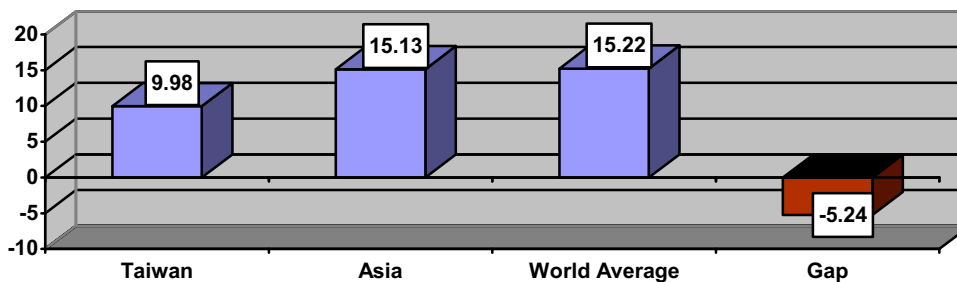
3.7.3 Liability and Equity to Labor: International Gaps

The following graphics summarize for measuring and testing instruments for electricity and electrical signals the large labor-liability gaps between firms operating in Taiwan and the world average. A gap cannot necessarily be interpreted as a positive or negative reflection on performance. Gaps may signal areas of specialization, market focus, or expertise. More contextual information is required to fully interpret these gaps. The gaps highlighted here are simply those that are large.

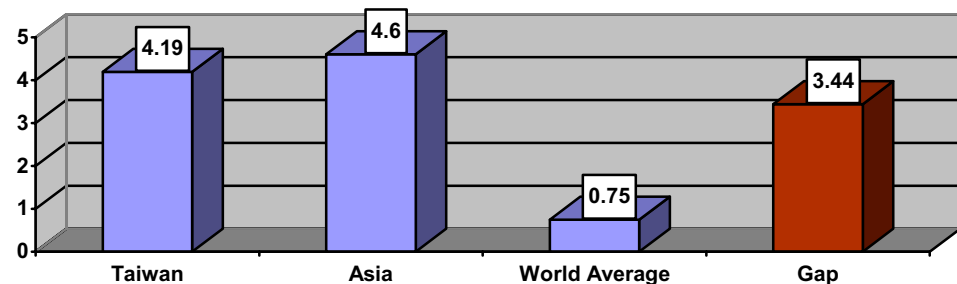
Gap: Accounts Payable (\$k/employee)

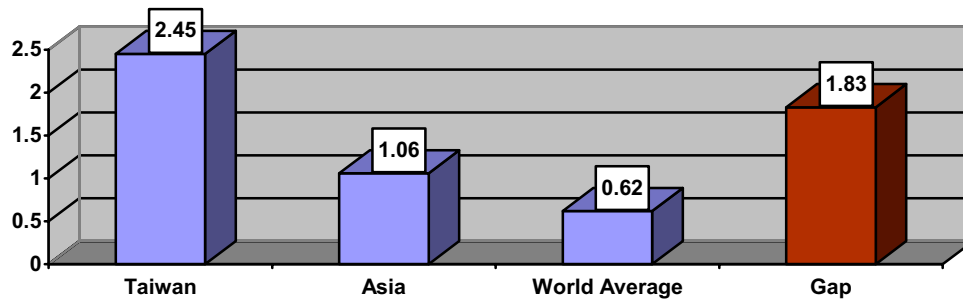
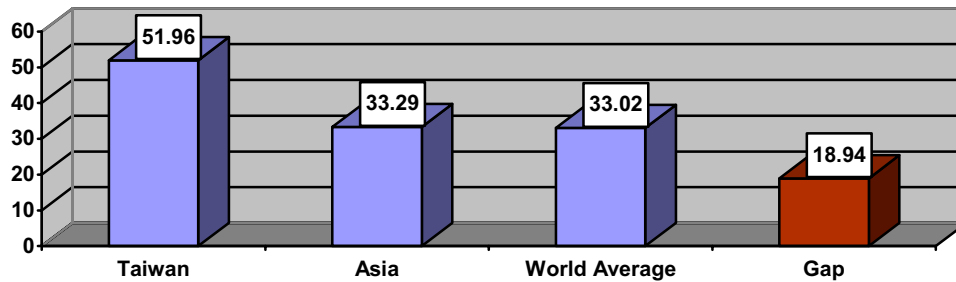
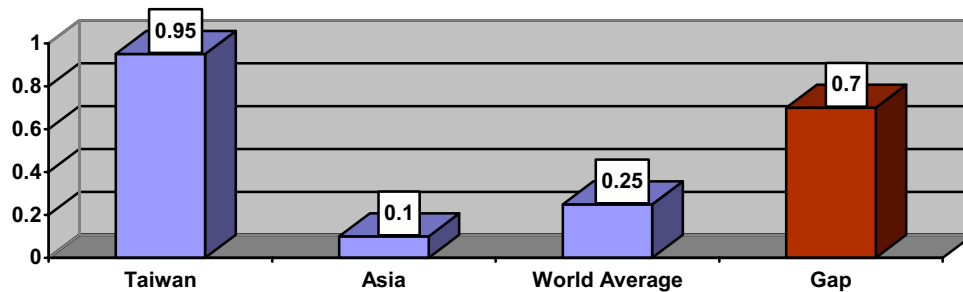
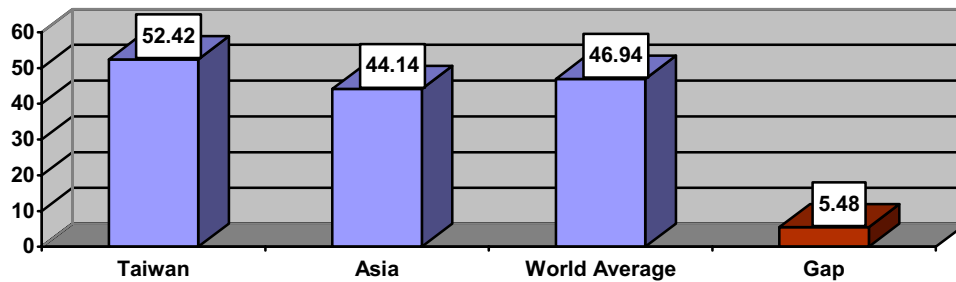


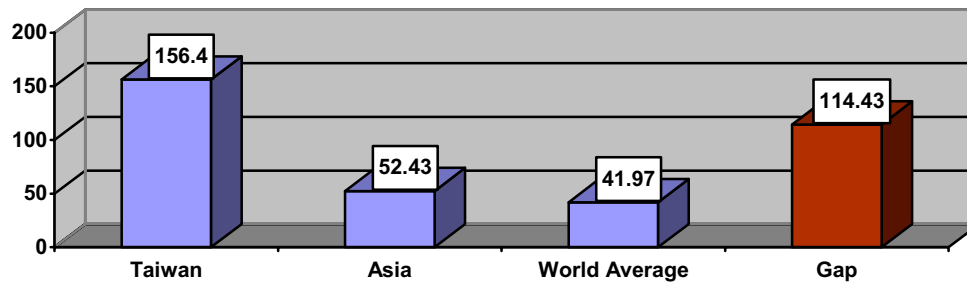
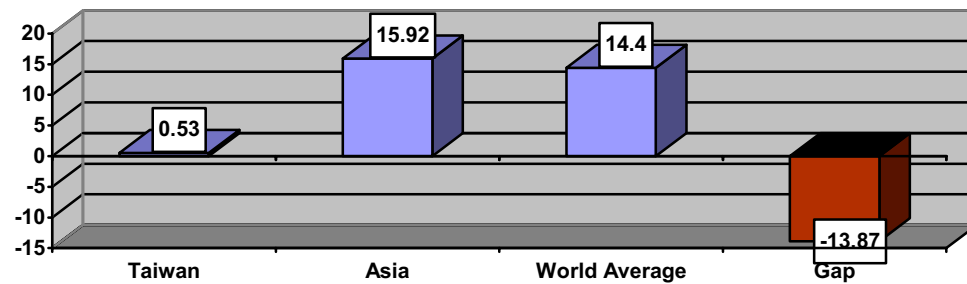
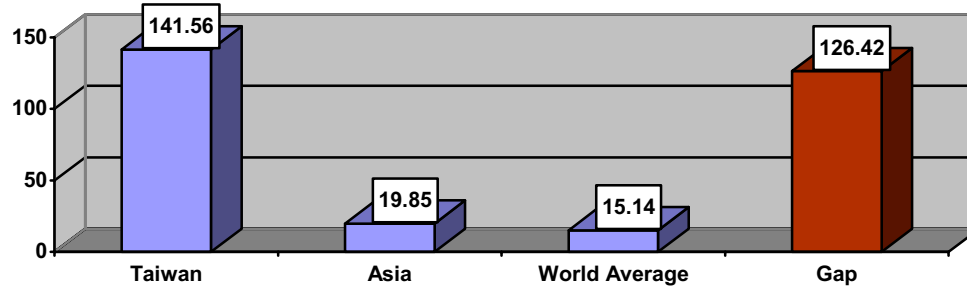
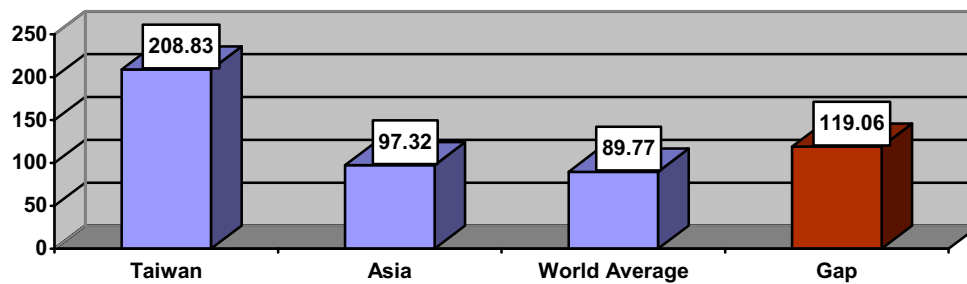
Gap: Short Term Debt & Current Portion of Long Term Debt (\$k/employee)



Gap: Accrued Payroll (\$k/employee)



Gap: Income Taxes Payable (\$k/employee)**Gap: Current Liabilities - Total (\$k/employee)****Gap: Deferred Taxes (\$k/employee)****Gap: Total Liabilities (\$k/employee)**

Gap: Common Equity (\$k/employee)**Gap: Common Stock (\$k/employee)****Gap: Capital Surplus (\$k/employee)****Gap: Total Liabilities & Shareholders Equity (\$k/employee)**

3.7.4 Key Percentiles and Rankings

We now consider the distribution of liability-labor ratios using ranks and percentiles across . What percent of countries have a value lower or higher than Taiwan (what is the indicator's rank or percentile)? The table below answers this question with respect to liability-labor ratios. The ranks and percentiles indicate, from highest to lowest, where a value falls within the distribution of all countries considered in the global benchmark (the number of countries in the benchmark per line item may vary, as indicated in the Rank). Again, a high or low figure does not necessarily indicate good or bad performance or productivity. After the summary table below, a few key liability-labor ratios are highlighted in additional tables.

Liability Structure (\$k/employee)	Taiwan	Rank of Total	Percentile
Accounts Payable	26.91	6 of 53	88.68
Short Term Debt & Current Portion of Long Term Debt	9.98	26 of 42	38.10
Accrued Payroll	4.19	14 of 21	33.33
Income Taxes Payable	2.45	15 of 43	65.12
Other Current Liabilities	8.43	29 of 53	45.28
Current Liabilities - Total	51.96	18 of 53	66.04
Provision For Risks and Charges	1.41	25 of 35	28.57
Deferred Taxes	-0.95	30 of 40	25.00
Deferred Taxes - Debit	0.95	17 of 29	41.38
Total Liabilities	52.42	27 of 53	49.06
Common Equity	156.40	9 of 53	83.02
Common Stock	0.53	47 of 52	9.62
Capital Surplus	141.56	4 of 49	91.84
Retained Earnings	14.31	37 of 52	28.85
Total Liabilities & Shareholders Equity	208.83	18 of 53	66.04

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Accounts Payable

Countries	Value (\$K/employee)	Rank	Percentile	Region
Italy	41.37	1	98.11	Europe
Singapore	37.97	2	96.23	Asia
Japan	34.38	3	94.34	Asia
Israel	32.56	4	92.45	the Middle East
Ireland	32.29	5	90.57	Europe
Taiwan	26.91	6	88.68	Asia
France	26.54	7	86.79	Europe
Austria	25.74	8	84.91	Europe
South Korea	25.68	9	83.02	Asia
Portugal	24.22	10	81.13	Europe
Russian Federation	23.14	12	77.36	Europe
Greece	22.06	13	75.47	Europe
Canada	21.69	14	73.58	North America
Hungary	20.79	15	71.70	Europe
Czech Republic	19.64	16	69.81	Europe
Argentina	18.30	17	67.92	Latin America
Poland	17.00	18	66.04	Europe
Turkey	14.18	19	64.15	the Middle East
Mexico	14.14	20	62.26	Latin America
Norway	13.45	21	60.38	Europe
Netherlands	13.17	22	58.49	Europe
Spain	12.81	24	54.72	Europe
the United Kingdom	12.17	25	52.83	Europe
Belgium	12.01	26	50.94	Europe
USA	11.27	27	49.06	North America
Sweden	11.27	28	47.17	Europe
Switzerland	11.19	29	45.28	Europe
Australia	10.51	30	43.40	Oceania
Germany	10.23	31	41.51	Europe
Luxembourg	9.68	32	39.62	Europe
Finland	9.27	33	37.74	Europe
India	6.51	34	35.85	Asia
New Zealand	6.48	35	33.96	Oceania
Denmark	6.44	36	32.08	Europe
Hong Kong	6.35	37	30.19	Asia
Indonesia	3.05	38	28.30	Asia
Malaysia	2.58	40	24.53	Asia
South Africa	2.58	41	22.64	Africa
Brazil	2.34	42	20.75	Latin America
Chile	2.23	43	18.87	Latin America
China	1.87	45	15.09	Asia
Pakistan	1.84	46	13.21	the Middle East
Thailand	1.69	47	11.32	Asia
Peru	1.25	50	5.66	Latin America
Philippines	0.75	52	1.89	Asia

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Accounts Payable (Measuring and Testing Instruments for Electricity and Electrical Signals)

Countries in Asia	Value (\$K/employee)	Rank	Percentile
Singapore	37.97	1	96.15
Japan	34.38	2	92.31
Taiwan	26.91	3	88.46
South Korea	25.68	4	84.62
Seychelles	21.59	5	80.77
Macau	18.03	6	76.92
Brunei	10.11	7	73.08
India	6.51	8	69.23
Hong Kong	6.35	9	65.38
Cambodia	4.94	10	61.54
Laos	4.76	11	57.69
Vietnam	4.32	12	53.85
Bangladesh	3.71	13	50.00
Bhutan	3.53	14	46.15
Nepal	3.16	15	42.31
Indonesia	3.05	16	38.46
Maldives	2.78	17	34.62
Malaysia	2.58	18	30.77
Sri Lanka	2.19	19	26.92
China	1.87	20	23.08
Thailand	1.69	21	19.23
Mongolia	1.51	22	15.38
North Korea	1.21	23	11.54
Papua New Guinea	0.85	24	7.69
Burma	0.75	25	3.85
Philippines	0.75	26	0.00

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Current Liabilities - Total

Countries	Value (\$K/employee)	Rank	Percentile	Region
South Korea	207.53	1	98.11	Asia
Italy	193.27	2	96.23	Europe
Russian Federation	187.01	4	92.45	Europe
Hungary	168.03	5	90.57	Europe
Poland	137.42	6	88.68	Europe
Turkey	114.62	7	86.79	the Middle East
Mexico	114.31	8	84.91	Latin America
Austria	103.28	10	81.13	Europe
Japan	94.42	11	79.25	Asia
Singapore	83.40	12	77.36	Asia
France	69.44	13	75.47	Europe
Israel	62.87	14	73.58	the Middle East
Ireland	62.35	15	71.70	Europe
Switzerland	59.81	16	69.81	Europe
Finland	56.43	17	67.92	Europe
Taiwan	51.96	18	66.04	Asia
Luxembourg	51.72	19	64.15	Europe
Norway	48.95	20	62.26	Europe
Portugal	46.77	21	60.38	Europe
Australia	44.70	22	58.49	Oceania
Belgium	44.61	23	56.60	Europe
Greece	42.61	24	54.72	Europe
Netherlands	42.17	25	52.83	Europe
the United Kingdom	42.00	26	50.94	Europe
Sweden	41.62	27	49.06	Europe
USA	40.98	28	47.17	North America
Czech Republic	37.93	29	45.28	Europe
Spain	36.29	30	43.40	Europe
Denmark	35.46	31	41.51	Europe
Argentina	35.33	32	39.62	Latin America
Germany	34.83	33	37.74	Europe
Canada	27.92	34	35.85	North America
New Zealand	21.00	35	33.96	Oceania
Hong Kong	20.57	36	32.08	Asia
India	15.23	37	30.19	Asia
Malaysia	13.95	38	28.30	Asia
South Africa	13.94	39	26.42	Africa
Brazil	12.63	40	24.53	Latin America
Chile	12.02	41	22.64	Latin America
Thailand	9.13	42	20.75	Asia
Peru	6.75	45	15.09	Latin America
Indonesia	6.63	46	13.21	Asia
China	4.06	50	5.66	Asia
Philippines	4.05	51	3.77	Asia
Pakistan	4.00	52	1.89	the Middle East

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Current Liabilities - Total
(Measuring and Testing Instruments for Electricity and Electrical Signals)

Countries in Asia	Value (\$K/employee)	Rank	Percentile
South Korea	207.53	1	96.15
Seychelles	174.52	2	92.31
Japan	94.42	3	88.46
Singapore	83.40	4	84.62
Brunei	54.01	5	80.77
Taiwan	51.96	6	76.92
Macau	34.81	7	73.08
Hong Kong	20.57	8	69.23
India	15.23	9	65.38
Malaysia	13.95	10	61.54
Cambodia	11.56	11	57.69
Laos	11.14	12	53.85
Vietnam	10.11	13	50.00
Thailand	9.13	14	46.15
Bangladesh	8.67	15	42.31
Bhutan	8.25	16	38.46
Mongolia	8.15	17	34.62
Nepal	7.39	18	30.77
Indonesia	6.63	19	26.92
North Korea	6.55	20	23.08
Maldives	6.04	21	19.23
Sri Lanka	4.77	22	15.38
Papua New Guinea	4.58	23	11.54
Burma	4.07	24	7.69
China	4.06	25	3.85
Philippines	4.05	26	0.00

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Total Liabilities

Countries	Value (\$K/employee)	Rank	Percentile	Region
South Korea	258.87	1	98.11	Asia
Italy	241.13	2	96.23	Europe
Russian Federation	233.28	4	92.45	Europe
Hungary	209.59	5	90.57	Europe
Poland	171.41	6	88.68	Europe
Turkey	142.97	7	86.79	the Middle East
Mexico	142.58	8	84.91	Latin America
Japan	128.74	10	81.13	Asia
Austria	119.58	11	79.25	Europe
France	94.09	12	77.36	Europe
Switzerland	93.11	13	75.47	Europe
Singapore	88.52	14	73.58	Asia
Luxembourg	80.52	15	71.70	Europe
Finland	73.42	16	69.81	Europe
Norway	72.66	17	67.92	Europe
Sweden	70.49	18	66.04	Europe
Germany	69.04	19	64.15	Europe
Netherlands	68.87	20	62.26	Europe
USA	68.84	21	60.38	North America
Israel	63.43	22	58.49	the Middle East
Ireland	62.91	23	56.60	Europe
the United Kingdom	61.81	24	54.72	Europe
Belgium	58.03	25	52.83	Europe
Canada	56.79	26	50.94	North America
Taiwan	52.42	27	49.06	Asia
Denmark	50.11	28	47.17	Europe
Australia	47.35	29	45.28	Oceania
Portugal	47.18	30	43.40	Europe
Greece	42.99	31	41.51	Europe
Spain	41.80	32	39.62	Europe
Czech Republic	38.27	33	37.74	Europe
India	36.08	34	35.85	Asia
Argentina	35.65	35	33.96	Latin America
New Zealand	26.86	36	32.08	Oceania
Hong Kong	26.32	37	30.19	Asia
Malaysia	13.95	38	28.30	Asia
South Africa	13.94	39	26.42	Africa
Brazil	12.63	40	24.53	Latin America
Chile	12.02	41	22.64	Latin America
Indonesia	10.45	42	20.75	Asia
Thailand	9.13	44	16.98	Asia
Peru	6.75	48	9.43	Latin America
China	6.41	49	7.55	Asia
Pakistan	6.30	50	5.66	the Middle East
Philippines	4.05	52	1.89	Asia

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Total Liabilities
(Measuring and Testing Instruments for Electricity and Electrical Signals)

Countries in Asia	Value (\$K/employee)	Rank	Percentile
South Korea	258.87	1	96.15
Seychelles	217.70	2	92.31
Japan	128.74	3	88.46
Singapore	88.52	4	84.62
Brunei	84.08	5	80.77
Taiwan	52.42	6	76.92
India	36.08	7	73.08
Macau	35.12	8	69.23
Cambodia	27.38	9	65.38
Laos	26.40	10	61.54
Hong Kong	26.32	11	57.69
Vietnam	23.96	12	53.85
Bangladesh	20.53	13	50.00
Bhutan	19.56	14	46.15
Nepal	17.50	15	42.31
Malaysia	13.95	16	38.46
Indonesia	10.45	17	34.62
Maldives	9.53	18	30.77
Thailand	9.13	19	26.92
Mongolia	8.15	20	23.08
Sri Lanka	7.52	21	19.23
North Korea	6.55	22	15.38
China	6.41	23	11.54
Papua New Guinea	4.58	24	7.69
Burma	4.07	25	3.85
Philippines	4.05	26	0.00

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Common Equity

Countries	Value (\$K/employee)	Rank	Percentile	Region
Israel	189.25	1	98.11	the Middle East
Ireland	187.68	2	96.23	Europe
Belgium	187.10	3	94.34	Europe
South Korea	184.93	4	92.45	Asia
Austria	173.91	5	90.57	Europe
Russian Federation	166.65	7	86.79	Europe
Japan	159.07	8	84.91	Asia
Taiwan	156.40	9	83.02	Asia
Hungary	149.73	10	81.13	Europe
USA	143.62	11	79.25	North America
Portugal	140.76	12	77.36	Europe
Greece	128.25	13	75.47	Europe
Netherlands	127.97	14	73.58	Europe
Switzerland	126.06	15	71.70	Europe
Singapore	125.98	16	69.81	Asia
Poland	122.45	17	67.92	Europe
Czech Republic	114.17	18	66.04	Europe
Sweden	109.10	19	64.15	Europe
Luxembourg	109.02	20	62.26	Europe
Argentina	106.35	21	60.38	Latin America
Italy	104.53	22	58.49	Europe
Turkey	102.14	23	56.60	the Middle East
Mexico	101.86	24	54.72	Latin America
Finland	96.70	25	52.83	Europe
France	93.85	27	49.06	Europe
Canada	88.57	28	47.17	North America
the United Kingdom	73.67	29	45.28	Europe
Malaysia	72.87	30	43.40	Asia
South Africa	72.82	31	41.51	Africa
New Zealand	69.65	32	39.62	Oceania
Hong Kong	68.25	33	37.74	Asia
Brazil	65.97	34	35.85	Latin America
Norway	64.40	35	33.96	Europe
Chile	62.77	36	32.08	Latin America
Australia	54.61	37	30.19	Oceania
Thailand	47.71	38	28.30	Asia
Denmark	46.37	39	26.42	Europe
Germany	45.73	40	24.53	Europe
Peru	35.25	43	18.87	Latin America
Spain	24.78	45	15.09	Europe
Philippines	21.17	46	13.21	Asia
India	4.44	48	9.43	Asia
Indonesia	2.98	49	7.55	Asia
China	1.83	52	1.89	Asia
Pakistan	1.80	53	0.00	the Middle East

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Common Equity (Measuring and Testing Instruments for Electricity and Electrical Signals)

Countries in Asia	Value (\$K/employee)	Rank	Percentile
South Korea	184.93	1	96.15
Japan	159.07	2	92.31
Taiwan	156.40	3	88.46
Seychelles	155.52	4	84.62
Singapore	125.98	5	80.77
Brunei	113.84	6	76.92
Macau	104.79	7	73.08
Malaysia	72.87	8	69.23
Hong Kong	68.25	9	65.38
Thailand	47.71	10	61.54
Mongolia	42.56	11	57.69
North Korea	34.22	12	53.85
Papua New Guinea	23.93	13	50.00
Burma	21.24	14	46.15
Philippines	21.17	15	42.31
India	4.44	16	38.46
Cambodia	3.37	17	34.62
Laos	3.25	18	30.77
Indonesia	2.98	19	26.92
Vietnam	2.94	20	23.08
Maldives	2.72	21	19.23
Bangladesh	2.52	22	15.38
Bhutan	2.40	23	11.54
Nepal	2.15	24	7.69
Sri Lanka	2.14	25	3.85
China	1.83	26	0.00

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Retained Earnings

Countries	Value (\$K/employee)	Rank	Percentile	Region
Japan	80.76	1	98.08	Asia
Belgium	78.14	2	96.15	Europe
Finland	76.68	3	94.23	Europe
Switzerland	75.26	4	92.31	Europe
USA	65.36	5	90.38	North America
Luxembourg	65.09	6	88.46	Europe
Netherlands	58.95	7	86.54	Europe
Norway	47.97	8	84.62	Europe
Singapore	43.00	9	82.69	Asia
Canada	40.73	10	80.77	North America
South Korea	37.27	11	78.85	Asia
Austria	35.66	12	76.92	Europe
Malaysia	34.22	13	75.00	Asia
South Africa	34.20	15	71.15	Africa
Italy	33.83	16	69.23	Europe
Russian Federation	33.59	17	67.31	Europe
Brazil	30.99	18	65.38	Latin America
Hungary	30.18	19	63.46	Europe
Chile	29.48	20	61.54	Latin America
Australia	28.76	21	59.62	Oceania
New Zealand	28.49	22	57.69	Oceania
Hong Kong	27.91	23	55.77	Asia
the United Kingdom	27.83	24	53.85	Europe
Sweden	25.97	25	51.92	Europe
Poland	24.68	26	50.00	Europe
Denmark	23.89	27	48.08	Europe
Thailand	22.41	28	46.15	Asia
Turkey	20.58	29	44.23	the Middle East
Mexico	20.53	30	42.31	Latin America
Israel	17.32	34	34.62	the Middle East
Ireland	17.18	35	32.69	Europe
Peru	16.56	36	30.77	Latin America
Taiwan	14.31	37	28.85	Asia
Portugal	12.88	38	26.92	Europe
Germany	12.28	39	25.00	Europe
France	12.18	41	21.15	Europe
Greece	11.74	42	19.23	Europe
Czech Republic	10.45	43	17.31	Europe
Philippines	9.94	44	15.38	Asia
Argentina	9.73	45	13.46	Latin America
Spain	6.53	47	9.62	Europe
Indonesia	0.75	48	7.69	Asia
China	0.46	51	1.92	Asia
Pakistan	0.45	52	0.00	the Middle East

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Retained Earnings (Measuring and Testing Instruments for Electricity and Electrical Signals)

Countries in Asia	Value (\$K/employee)	Rank	Percentile
Japan	80.76	1	94.74
Brunei	67.97	2	89.47
Singapore	43.00	3	84.21
South Korea	37.27	4	78.95
Malaysia	34.22	5	73.68
Seychelles	31.34	6	68.42
Hong Kong	27.91	7	63.16
Thailand	22.41	8	57.89
Mongolia	19.99	9	52.63
North Korea	16.07	10	47.37
Taiwan	14.31	11	42.11
Papua New Guinea	11.24	12	36.84
Burma	9.98	13	31.58
Philippines	9.94	14	26.32
Macau	9.59	15	21.05
Indonesia	0.75	16	15.79
Maldives	0.69	17	10.53
Sri Lanka	0.54	18	5.26
China	0.46	19	0.00

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

3.8 PRODUCTIVITY IN TAIWAN: INCOME-LABOR RATIOS

3.8.1 Overview

In this chapter we consider the income-labor ratios for measuring and testing instruments for electricity and electrical signals in Taiwan benchmarked against global averages. For ratios where there are large deviations between the average firm operating in Taiwan and the benchmarks, graphics are provided (sometimes referred to as a “gap” analysis). Then the distribution of ratios is presented in the form of ranks and percentiles. Certain key income-labor ratios are highlighted across countries in the comparison group.

In the case of income-labor ratios, this report maintains comparability over time and across countries by using a common currency (the US dollar) and relates each measure to a “per employee basis”. Ratios are projected using raw financial statistics and, as ratios, are therefore comparable. Given a country’s human resource ratios, the resulting figures are benchmarked across regional and global averages.

We then report the larger income-labor ratio gaps for measuring and testing instruments for electricity and electrical signals that Taiwan has vis-à-vis the worldwide average. Again, a gap need not be a bad sign. Rather, it is simply a substantial difference that might merit further attention or signal a firm’s relative incentive to invest locally. All figures are projections, so due caution is required.

3.8.2 Income to Labor: Outlook

The following tables and graphs are prepared using the methodology described at the beginning of this section. All units are in thousands of US dollars per employee. All figures are current-year projections for measuring and testing instruments for electricity and electrical signals in Taiwan based on latest financial results available.

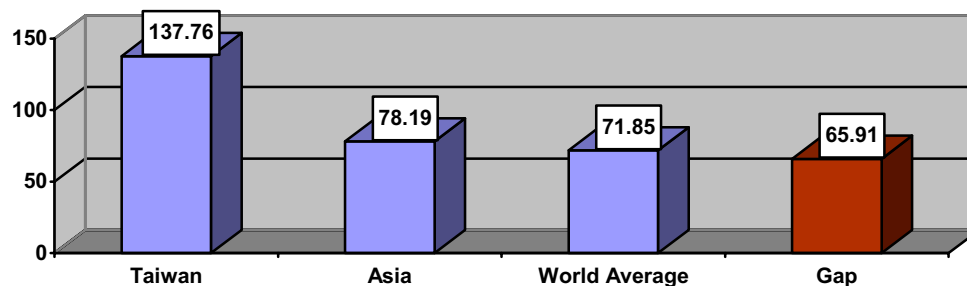
Labor-income Ratios (\$k/employee)	Taiwan	Asia	World Avg.
Net Sales or Revenues	137.76	78.19	71.85
Cost of Goods Sold (Excluding Depreciation)	51.42	50.78	48.69
Depreciation, Depletion & Amortization	6.77	2.77	2.72
Gross Income	79.58	24.68	20.41
Selling, General & Administrative Expenses	66.90	30.97	11.85
Other Operating Expenses	125.08	77.67	65.04
Operating Income	12.68	9.61	7.77
Non-Operating Interest Income	2.72	0.60	0.53
Other Income/Expense Net	-0.04	-0.06	-0.15
Earnings Before Interest and Taxes (EBIT)	15.37	9.67	7.92
Interest Expense on Debt	1.66	1.70	2.05
Pretax Income	13.71	8.29	5.87
Income Taxes	1.41	1.48	1.30
Current Domestic Income Tax	2.46	1.65	1.05
Deferred Domestic Income Tax	-1.05	-0.07	-0.01
Minority Interest	0.49	0.04	0.03
Net Income Before Extra Items/Prefer Dividends	11.80	6.79	4.57
Net Income Before Preferred Dividends	11.80	6.78	4.56
Net Income Available to Common	11.80	6.75	4.52

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

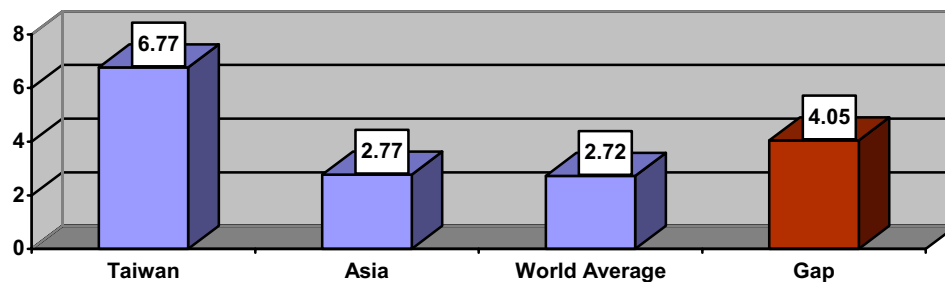
3.8.3 Income to Labor: Gaps

The following graphics summarize for measuring and testing instruments for electricity and electrical signals the large labor-income gaps between firms operating in Taiwan and the world average. A gap cannot necessarily be interpreted as a positive or negative reflection on performance. Gaps may signal areas of specialization, market focus, or expertise. More contextual information is required to fully interpret these gaps. The gaps highlighted here are simply those that are large.

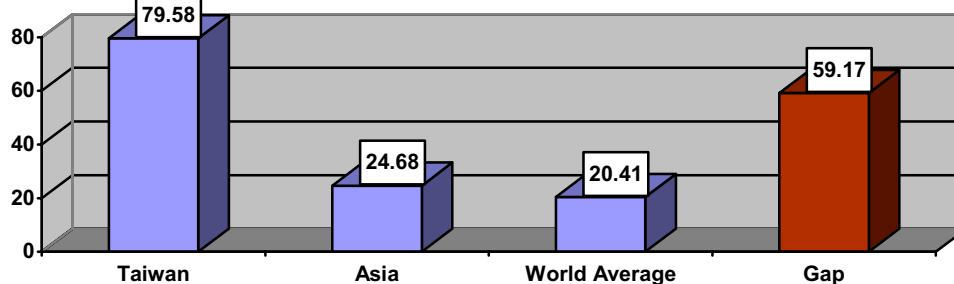
Gap: Net Sales or Revenues (\$k/employee)

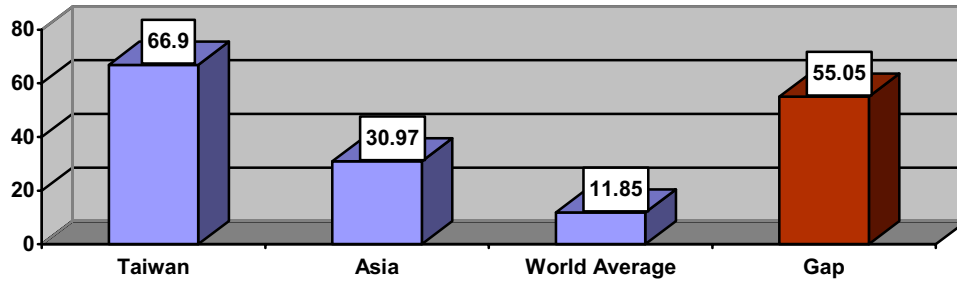
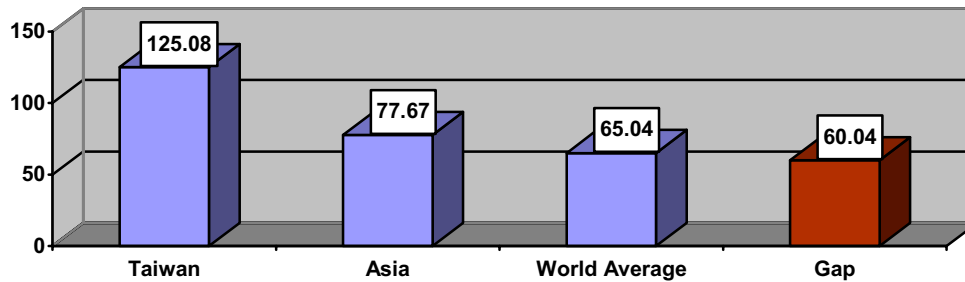
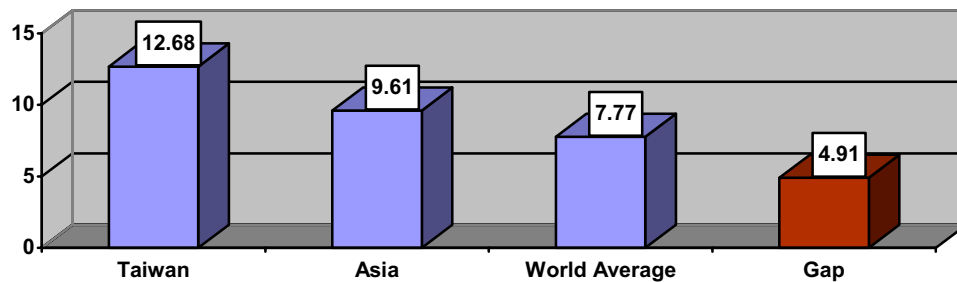
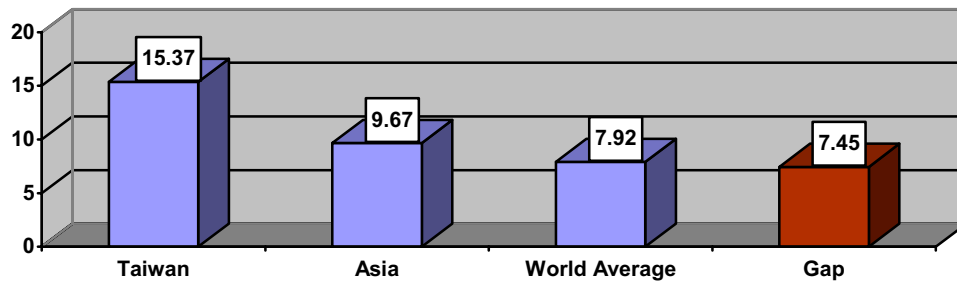


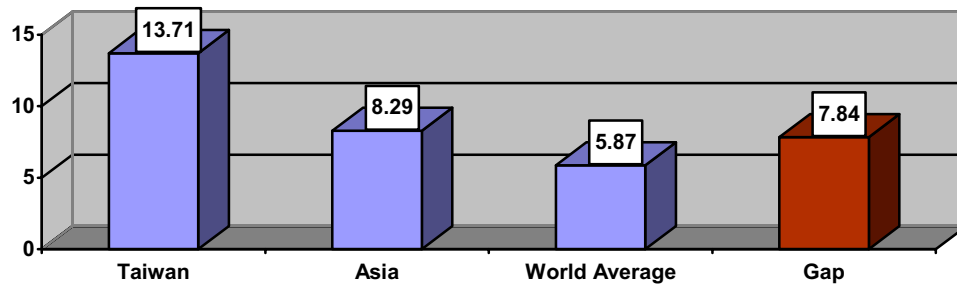
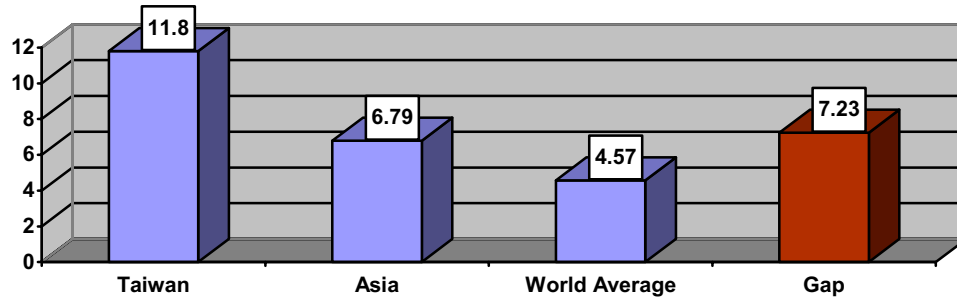
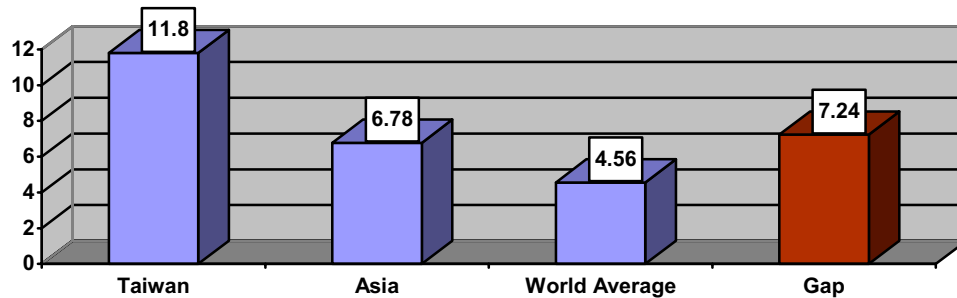
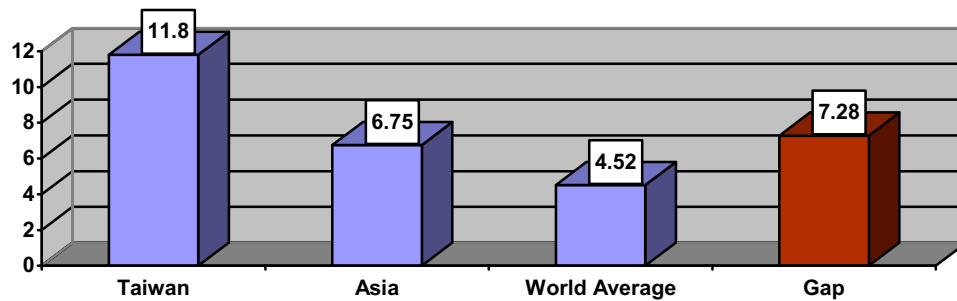
Gap: Depreciation, Depletion & Amortization (\$k/employee)



Gap: Gross Income (\$k/employee)



Gap: Selling, General & Administrative Expenses (\$k/employee)**Gap: Other Operating Expenses (\$k/employee)****Gap: Operating Income (\$k/employee)****Gap: Earnings Before Interest and Taxes (EBIT) (\$k/employee)**

Gap: Pretax Income (\$k/employee)**Gap: Net Income Before Extra Items/Prefer Dividends (\$k/employee)****Gap: Net Income Before Preferred Dividends (\$k/employee)****Gap: Net Income Available to Common (\$k/employee)**

3.8.4 Key Percentiles and Rankings

We now consider the distribution of income-labor ratios using ranks and percentiles across . What percent of countries have a value lower or higher than Taiwan (what is the ratio's rank or percentile)? The table below answers this question with respect to income-labor ratios. The ranks and percentiles indicate, from highest to lowest, where a value falls within the distribution of all countries considered in the global benchmark (the number of countries in the benchmark per line item may vary, as indicated in the Rank). Again, a high or low figure does not necessarily indicate good or bad performance or productivity. After the summary table below, a few key income-labor ratios are highlighted in additional tables.

Income Structure (\$k/employee)	Taiwan	Rank of Total	Percentile
Net Sales or Revenues	137.76	28 of 53	47.17
Cost of Goods Sold (Excluding Depreciation)	51.42	30 of 53	43.40
Depreciation, Depletion & Amortization	6.77	18 of 53	66.04
Gross Income	79.58	8 of 53	84.91
Selling, General & Administrative Expenses	66.90	10 of 40	75.00
Other Operating Expenses	125.08	26 of 52	50.00
Operating Income	12.68	30 of 53	43.40
Non-Operating Interest Income	2.72	5 of 52	90.38
Other Income/Expense Net	-0.04	34 of 52	34.62
Earnings Before Interest and Taxes (EBIT)	15.37	24 of 53	54.72
Interest Expense on Debt	1.66	26 of 53	50.94
Pretax Income	13.71	21 of 53	60.38
Income Taxes	1.41	33 of 53	37.74
Current Domestic Income Tax	2.46	18 of 43	58.14
Deferred Domestic Income Tax	-1.05	28 of 32	12.50
Minority Interest	0.49	4 of 34	88.24
Net Income Before Extra Items/Prefer Dividends	11.80	20 of 53	62.26
Net Income Before Preferred Dividends	11.80	21 of 53	60.38
Net Income Available to Common	11.80	20 of 53	62.26

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Cost of Goods Sold (Excluding Depreciation)

Countries	Value (\$K/employee)	Rank	Percentile	Region
Singapore	240.76	1	98.11	Asia
South Korea	232.10	2	96.23	Asia
Russian Federation	209.15	4	92.45	Europe
Hungary	187.91	5	90.57	Europe
Japan	154.54	6	88.68	Asia
Poland	153.68	7	86.79	Europe
Norway	133.93	8	84.91	Europe
France	130.52	9	83.02	Europe
Turkey	128.19	10	81.13	the Middle East
Mexico	127.84	11	79.25	Latin America
Austria	117.03	13	75.47	Europe
Australia	111.71	14	73.58	Oceania
Italy	105.46	15	71.70	Europe
Germany	104.13	16	69.81	Europe
Sweden	88.92	17	67.92	Europe
USA	88.27	18	66.04	North America
Finland	85.32	19	64.15	Europe
Switzerland	84.86	20	62.26	Europe
Netherlands	80.80	21	60.38	Europe
the United Kingdom	79.75	22	58.49	Europe
Belgium	79.35	23	56.60	Europe
Canada	78.80	24	54.72	North America
Denmark	74.84	25	52.83	Europe
Luxembourg	73.38	26	50.94	Europe
Israel	62.22	27	49.06	the Middle East
Ireland	61.70	28	47.17	Europe
Spain	53.74	29	45.28	Europe
Taiwan	51.42	30	43.40	Asia
Portugal	46.28	31	41.51	Europe
Greece	42.16	32	39.62	Europe
Czech Republic	37.54	33	37.74	Europe
Argentina	34.97	34	35.85	Latin America
India	30.76	35	33.96	Asia
New Zealand	24.56	36	32.08	Oceania
Malaysia	24.44	37	30.19	Asia
South Africa	24.43	38	28.30	Africa
Hong Kong	24.06	39	26.42	Asia
Indonesia	23.63	40	24.53	Asia
Brazil	22.13	42	20.75	Latin America
Chile	21.06	43	18.87	Latin America
Thailand	16.00	45	15.09	Asia
China	14.49	46	13.21	Asia
Pakistan	14.25	47	11.32	the Middle East
Peru	11.83	50	5.66	Latin America
Philippines	7.10	52	1.89	Asia

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Cost of Goods Sold (Excluding Depreciation)
(Measuring and Testing Instruments for Electricity and Electrical Signals)

Countries in Asia	Value (\$K/employee)	Rank	Percentile
Singapore	240.76	1	96.15
South Korea	232.10	2	92.31
Seychelles	195.18	3	88.46
Japan	154.54	4	84.62
Brunei	76.63	5	80.77
Taiwan	51.42	6	76.92
Macau	34.45	7	73.08
India	30.76	8	69.23
Malaysia	24.44	9	65.38
Hong Kong	24.06	10	61.54
Indonesia	23.63	11	57.69
Cambodia	23.34	12	53.85
Laos	22.50	13	50.00
Maldives	21.54	14	46.15
Vietnam	20.42	15	42.31
Bangladesh	17.50	16	38.46
Sri Lanka	16.99	17	34.62
Bhutan	16.67	18	30.77
Thailand	16.00	19	26.92
Nepal	14.92	20	23.08
China	14.49	21	19.23
Mongolia	14.28	22	15.38
North Korea	11.48	23	11.54
Papua New Guinea	8.03	24	7.69
Burma	7.13	25	3.85
Philippines	7.10	26	0.00

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Selling, General & Administrative Expenses

Countries	Value (\$K/employee)	Rank	Percentile	Region
Switzerland	85.48	1	97.50	Europe
Israel	80.94	2	95.00	the Middle East
Ireland	80.27	3	92.50	Europe
Australia	79.31	4	90.00	Oceania
Finland	77.08	5	87.50	Europe
Luxembourg	73.93	6	85.00	Europe
Netherlands	71.21	7	82.50	Europe
Belgium	67.90	8	80.00	Europe
Austria	67.79	9	77.50	Europe
Taiwan	66.90	10	75.00	Asia
Sweden	66.55	11	72.50	Europe
USA	64.57	12	70.00	North America
Japan	61.06	13	67.50	Asia
Portugal	60.21	14	65.00	Europe
Italy	54.92	15	62.50	Europe
Greece	54.85	16	60.00	Europe
Czech Republic	48.83	17	57.50	Europe
Argentina	45.49	18	55.00	Latin America
Denmark	45.24	19	52.50	Europe
the United Kingdom	45.21	20	50.00	Europe
Canada	39.93	21	47.50	North America
South Korea	35.48	22	45.00	Asia
Singapore	34.62	23	42.50	Asia
Russian Federation	31.98	25	37.50	Europe
France	31.66	26	35.00	Europe
Germany	31.64	27	32.50	Europe
Hungary	28.73	28	30.00	Europe
Norway	27.97	29	27.50	Europe
Poland	23.50	30	25.00	Europe
Turkey	19.60	31	22.50	the Middle East
Mexico	19.54	32	20.00	Latin America
New Zealand	12.57	34	15.00	Oceania
Hong Kong	12.32	35	12.50	Asia
Indonesia	2.90	36	10.00	Asia
China	1.78	39	2.50	Asia
Pakistan	1.75	40	0.00	the Middle East

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Selling, General & Administrative Expenses
(Measuring and Testing Instruments for Electricity and Electrical Signals)

Countries in Asia	Value (\$K/employee)	Rank	Percentile
Brunei	77.20	1	91.67
Taiwan	66.90	2	83.33
Japan	61.06	3	75.00
Macau	44.82	4	66.67
South Korea	35.48	5	58.33
Singapore	34.62	6	50.00
Seychelles	29.84	7	41.67
Hong Kong	12.32	8	33.33
Indonesia	2.90	9	25.00
Maldives	2.65	10	16.67
Sri Lanka	2.09	11	8.33
China	1.78	12	0.00

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Operating Income

Countries	Value (\$K/employee)	Rank	Percentile	Region
Switzerland	30.68	1	98.11	Europe
Luxembourg	26.53	2	96.23	Europe
South Korea	25.21	3	94.34	Asia
Malaysia	25.15	4	92.45	Asia
South Africa	25.13	5	90.57	Africa
Australia	24.16	6	88.68	Oceania
Brazil	22.77	8	84.91	Latin America
Russian Federation	22.72	9	83.02	Europe
USA	21.96	10	81.13	North America
Chile	21.67	11	79.25	Latin America
Hungary	20.41	12	77.36	Europe
Netherlands	20.25	13	75.47	Europe
Sweden	18.13	14	73.58	Europe
Singapore	17.25	15	71.70	Asia
Canada	17.07	16	69.81	North America
Poland	16.69	17	67.92	Europe
Thailand	16.47	18	66.04	Asia
Japan	16.30	19	64.15	Asia
Finland	15.47	20	62.26	Europe
Israel	15.35	21	60.38	the Middle East
Ireland	15.22	22	58.49	Europe
France	14.43	23	56.60	Europe
Turkey	13.92	24	54.72	the Middle East
Mexico	13.88	25	52.83	Latin America
Denmark	12.88	28	47.17	Europe
Taiwan	12.68	30	43.40	Asia
Italy	12.66	31	41.51	Europe
Peru	12.17	32	39.62	Latin America
Portugal	11.41	33	37.74	Europe
Austria	10.68	34	35.85	Europe
Greece	10.40	35	33.96	Europe
the United Kingdom	9.76	36	32.08	Europe
Czech Republic	9.26	37	30.19	Europe
New Zealand	9.19	38	28.30	Oceania
Hong Kong	9.01	39	26.42	Asia
Argentina	8.62	41	22.64	Latin America
Philippines	7.31	42	20.75	Asia
Norway	5.68	44	16.98	Europe
India	3.69	45	15.09	Asia
Germany	2.14	46	13.21	Europe
Indonesia	1.05	47	11.32	Asia
China	0.64	50	5.66	Asia
Pakistan	0.63	51	3.77	the Middle East
Spain	-0.35	52	1.89	Europe
Belgium	-1.53	53	0.00	Europe

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Operating Income (Measuring and Testing Instruments for Electricity and Electrical Signals)

Countries in Asia	Value (\$K/employee)	Rank	Percentile
Brunei	27.71	1	96.15
South Korea	25.21	2	92.31
Malaysia	25.15	3	88.46
Seychelles	21.20	4	84.62
Singapore	17.25	5	80.77
Thailand	16.47	6	76.92
Japan	16.30	7	73.08
Mongolia	14.69	8	69.23
Taiwan	12.68	9	65.38
North Korea	11.81	10	61.54
Hong Kong	9.01	11	57.69
Macau	8.50	12	53.85
Papua New Guinea	8.26	13	50.00
Burma	7.33	14	46.15
Philippines	7.31	15	42.31
India	3.69	16	38.46
Cambodia	2.80	17	34.62
Laos	2.70	18	30.77
Vietnam	2.45	19	26.92
Bangladesh	2.10	20	23.08
Bhutan	2.00	21	19.23
Nepal	1.79	22	15.38
Indonesia	1.05	23	11.54
Maldives	0.95	24	7.69
Sri Lanka	0.75	25	3.85
China	0.64	26	0.00

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Earnings Before Interest and Taxes (EBIT)

Countries	Value (\$K/employee)	Rank	Percentile	Region
Switzerland	32.27	1	98.11	Europe
Luxembourg	27.91	2	96.23	Europe
Australia	27.74	3	94.34	Oceania
Malaysia	27.04	4	92.45	Asia
South Africa	27.02	5	90.57	Africa
Italy	25.87	6	88.68	Europe
Brazil	24.48	7	86.79	Latin America
France	23.41	8	84.91	Europe
Chile	23.29	9	83.02	Latin America
Netherlands	22.33	10	81.13	Europe
South Korea	21.77	11	79.25	Asia
USA	21.70	12	77.36	North America
Sweden	20.41	13	75.47	Europe
Russian Federation	19.62	15	71.70	Europe
Singapore	19.35	16	69.81	Asia
Israel	18.60	17	67.92	the Middle East
Ireland	18.44	18	66.04	Europe
Thailand	17.70	19	64.15	Asia
Canada	17.67	20	62.26	North America
Hungary	17.62	21	60.38	Europe
Finland	17.36	22	58.49	Europe
Denmark	16.13	23	56.60	Europe
Taiwan	15.37	24	54.72	Asia
Austria	14.52	26	50.94	Europe
Japan	14.42	27	49.06	Asia
Poland	14.41	28	47.17	Europe
Portugal	13.83	29	45.28	Europe
Peru	13.08	31	41.51	Latin America
Greece	12.60	32	39.62	Europe
Norway	12.24	33	37.74	Europe
Turkey	12.02	34	35.85	the Middle East
Mexico	11.99	35	33.96	Latin America
Czech Republic	11.22	36	32.08	Europe
Argentina	10.45	38	28.30	Latin America
the United Kingdom	10.10	39	26.42	Europe
Philippines	7.86	41	22.64	Asia
Germany	5.83	43	18.87	Europe
India	4.01	44	16.98	Asia
New Zealand	3.66	45	15.09	Oceania
Hong Kong	3.59	46	13.21	Asia
Indonesia	0.69	47	11.32	Asia
China	0.43	50	5.66	Asia
Pakistan	0.42	51	3.77	the Middle East
Spain	-3.73	52	1.89	Europe
Belgium	-5.25	53	0.00	Europe

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Earnings Before Interest and Taxes (EBIT) (Measuring and Testing Instruments for Electricity and Electrical Signals)

Countries in Asia	Value (\$K/employee)	Rank	Percentile
Brunei	29.15	1	96.15
Malaysia	27.04	2	92.31
South Korea	21.77	3	88.46
Singapore	19.35	4	84.62
Seychelles	18.31	5	80.77
Thailand	17.70	6	76.92
Mongolia	15.79	7	73.08
Taiwan	15.37	8	69.23
Japan	14.42	9	65.38
North Korea	12.70	10	61.54
Macau	10.30	11	57.69
Papua New Guinea	8.88	12	53.85
Burma	7.88	13	50.00
Philippines	7.86	14	46.15
India	4.01	15	42.31
Hong Kong	3.59	16	38.46
Cambodia	3.04	17	34.62
Laos	2.93	18	30.77
Vietnam	2.66	19	26.92
Bangladesh	2.28	20	23.08
Bhutan	2.17	21	19.23
Nepal	1.94	22	15.38
Indonesia	0.69	23	11.54
Maldives	0.63	24	7.69
Sri Lanka	0.50	25	3.85
China	0.43	26	0.00

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Pretax Income

Countries	Value (\$K/employee)	Rank	Percentile	Region
Switzerland	30.03	1	98.11	Europe
Malaysia	27.03	2	96.23	Asia
South Africa	27.02	3	94.34	Africa
Luxembourg	25.97	4	92.45	Europe
Australia	25.45	5	90.57	Oceania
Brazil	24.48	6	88.68	Latin America
Chile	23.29	7	86.79	Latin America
Italy	20.42	8	84.91	Europe
Netherlands	20.04	9	83.02	Europe
USA	19.42	10	81.13	North America
France	19.01	11	79.25	Europe
Sweden	17.77	12	77.36	Europe
Thailand	17.70	13	75.47	Asia
Singapore	17.43	14	73.58	Asia
Canada	16.69	15	71.70	North America
Israel	16.59	16	69.81	the Middle East
Ireland	16.45	17	67.92	Europe
Finland	15.17	18	66.04	Europe
Denmark	13.90	20	62.26	Europe
Taiwan	13.71	21	60.38	Asia
Japan	13.11	23	56.60	Asia
Peru	13.08	24	54.72	Latin America
Portugal	12.34	25	52.83	Europe
South Korea	11.31	26	50.94	Asia
Greece	11.24	27	49.06	Europe
New Zealand	11.21	28	47.17	Oceania
Hong Kong	10.99	29	45.28	Asia
Austria	10.63	30	43.40	Europe
Russian Federation	10.20	32	39.62	Europe
Czech Republic	10.01	33	37.74	Europe
Argentina	9.32	35	33.96	Latin America
Hungary	9.16	36	32.08	Europe
the United Kingdom	8.50	37	30.19	Europe
Philippines	7.85	38	28.30	Asia
Poland	7.49	39	26.42	Europe
Norway	6.92	40	24.53	Europe
Turkey	6.25	42	20.75	the Middle East
Mexico	6.23	43	18.87	Latin America
Germany	4.43	45	15.09	Europe
India	1.02	46	13.21	Asia
Indonesia	0.13	47	11.32	Asia
China	0.08	50	5.66	Asia
Pakistan	0.08	51	3.77	the Middle East
Spain	-5.10	52	1.89	Europe
Belgium	-7.65	53	0.00	Europe

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Pretax Income
(Measuring and Testing Instruments for Electricity and Electrical Signals)

Countries in Asia	Value (\$K/employee)	Rank	Percentile
Brunei	27.12	1	96.15
Malaysia	27.03	2	92.31
Thailand	17.70	3	88.46
Singapore	17.43	4	84.62
Mongolia	15.79	5	80.77
Taiwan	13.71	6	76.92
Japan	13.11	7	73.08
North Korea	12.70	8	69.23
South Korea	11.31	9	65.38
Hong Kong	10.99	10	61.54
Seychelles	9.51	11	57.69
Macau	9.19	12	53.85
Papua New Guinea	8.88	13	50.00
Burma	7.88	14	46.15
Philippines	7.85	15	42.31
India	1.02	16	38.46
Cambodia	0.77	17	34.62
Laos	0.74	18	30.77
Vietnam	0.67	19	26.92
Bangladesh	0.58	20	23.08
Bhutan	0.55	21	19.23
Nepal	0.49	22	15.38
Indonesia	0.13	23	11.54
Maldives	0.11	24	7.69
Sri Lanka	0.09	25	3.85
China	0.08	26	0.00

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Income Taxes

Countries	Value (\$K/employee)	Rank	Percentile	Region
Switzerland	8.85	1	98.11	Europe
Luxembourg	7.65	2	96.23	Europe
France	7.45	3	94.34	Europe
USA	6.55	4	92.45	North America
Netherlands	6.30	5	90.57	Europe
Japan	6.12	6	88.68	Asia
Italy	5.99	7	86.79	Europe
Australia	5.81	8	84.91	Oceania
Finland	5.68	9	83.02	Europe
Sweden	5.34	10	81.13	Europe
Canada	5.19	11	79.25	North America
Singapore	4.89	12	77.36	Asia
Denmark	3.54	13	75.47	Europe
the United Kingdom	2.98	14	73.58	Europe
South Korea	2.80	15	71.70	Asia
Malaysia	2.76	16	69.81	Asia
South Africa	2.75	17	67.92	Africa
Russian Federation	2.52	19	64.15	Europe
Brazil	2.50	20	62.26	Latin America
Chile	2.37	21	60.38	Latin America
Hungary	2.27	22	58.49	Europe
Belgium	2.16	23	56.60	Europe
Poland	1.85	24	54.72	Europe
Thailand	1.80	25	52.83	Asia
Israel	1.71	26	50.94	the Middle East
Ireland	1.69	27	49.06	Europe
Germany	1.67	28	47.17	Europe
Turkey	1.55	29	45.28	the Middle East
Mexico	1.54	30	43.40	Latin America
Taiwan	1.41	33	37.74	Asia
Peru	1.33	35	33.96	Latin America
Portugal	1.27	36	32.08	Europe
Greece	1.16	37	30.19	Europe
Czech Republic	1.03	38	28.30	Europe
Argentina	0.96	40	24.53	Latin America
Philippines	0.80	41	22.64	Asia
India	0.30	43	18.87	Asia
New Zealand	0.27	44	16.98	Oceania
Hong Kong	0.26	45	15.09	Asia
Indonesia	0.10	46	13.21	Asia
China	0.06	49	7.55	Asia
Pakistan	0.06	50	5.66	the Middle East
Spain	0.01	51	3.77	Europe
Austria	-1.38	52	1.89	Europe
Norway	-1.44	53	0.00	Europe

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

Income Taxes

(Measuring and Testing Instruments for Electricity and Electrical Signals)

Countries in Asia	Value (\$K/employee)	Rank	Percentile
Brunei	7.99	1	96.15
Japan	6.12	2	92.31
Singapore	4.89	3	88.46
South Korea	2.80	4	84.62
Malaysia	2.76	5	80.77
Seychelles	2.36	6	76.92
Thailand	1.80	7	73.08
Mongolia	1.61	8	69.23
Taiwan	1.41	9	65.38
North Korea	1.29	10	61.54
Macau	0.95	11	57.69
Papua New Guinea	0.91	12	53.85
Burma	0.80	13	50.00
Philippines	0.80	14	46.15
India	0.30	15	42.31
Hong Kong	0.26	16	38.46
Cambodia	0.23	17	34.62
Laos	0.22	18	30.77
Vietnam	0.20	19	26.92
Bangladesh	0.17	20	23.08
Bhutan	0.16	21	19.23
Nepal	0.14	22	15.38
Indonesia	0.10	23	11.54
Maldives	0.09	24	7.69
Sri Lanka	0.07	25	3.85
China	0.06	26	0.00

Source: Philip M. Parker, Professor, INSEAD, copyright 2005

4 MACRO-ACCESSIBILITY IN TAIWAN

4.1 EXECUTIVE SUMMARY

Taiwan is small, its population is just 23 million, it has few natural resources, and it has faced enormous security challenges under conditions of severe diplomatic isolation for decades. Nevertheless, the people of Taiwan have built one of the world's top twenty economies, amassed the world's third largest stock of foreign reserves, become the global number one in the manufacture of a broad menu of leading-edge technologies, and in so doing have afforded themselves one of the highest standards of living in Asia. Taiwan has also become one of America's leading trade partners, ranking well within our top ten export markets for both agricultural and non-agricultural products. While U.S. exports to Taiwan are extremely broad-based, rice, meat, fruits, electrical power equipment, laboratory instruments, chemicals, and electronic industry components and manufacturing equipment lead the field.

Among the most impressive accomplishments of the people of Taiwan is the achievement of a vibrant representative democracy, moving from authoritarian one-party rule under martial law to a multi-party political system determined by the ballot box within less than 20 years. While many of Taiwan's political institutions and traditions are still in transition, in the area of trade and investment these winds of change have brought a high measure of transparency, accountability, and rule of law to the business environment. Taiwan's accession to the World Trade Organization (WTO) in 2002 strengthened and accelerated these trends. While this report details a number of serious concerns which the United States holds regarding individual issues such as Intellectual Property Rights (IPR) protection and public procurement, most American businesses will find this a generally open and fair place to do business.

4.2 QUALITY OF INFRASTRUCTURE

Taiwan has a well-developed infrastructure system. There are five international airports, in Taoyuan (of northern Taiwan), Taichung (of central Taiwan), Kaohsiung (of southern Taiwan), Hualien (of eastern Taiwan), and Makong (of an island in the Taiwan Straits). The airport in Hualien newly opened in 2002 and the two in Taichung and Makong, inaugurated, in early 2004 are all designed to serve international chartered flights only. Fifteen domestic airports connect major cities, sight-seeing spots and key offshore islands. Six international harbors facilitate import and export trade. Toll highways and railways form an extensive inland transport network, including a north-south freeway. The average family has more than one telephone, and the penetration rate of mobile phone services exceeded 115%. Fax machines, personal computers, and Internet communications are common for business firms. Virtually every family has access to electricity and household tap water, except in remote mountainous areas.

Taiwan's infrastructure construction efforts have improved traffic congestion and power shortage problems. Additional lanes have been added to the first north-south freeway, while the second north-south freeway was opened to traffic in early 2004. Construction of a metro system for Kaohsiung and a freeway between Taipei-Ilan is underway. Taiwan authorities recently decided to build by itself a rapid mass-transit system between CKS Airport and downtown Taipei when the local contractor closed down. Projects in the planning stage include another freeway in eastern Taiwan and three light-rail metro systems in the cities of Hsinchu, Taichung, and Tainan. The economic authorities are planning construction of five reservoirs on low land areas to ensure sufficient water supply for households and industrial users.

Taiwan's power grid network is composed of 41 hydraulic power plants, 32 thermal power plants, three nuclear power plants, and one wind-driven power plant all over the island, ensuring relatively stable power supply to households and the industrial/commercial sector.

4.3 POLITICAL RISKS

Over the past decade, Taiwan has made the transition from single-party, authoritarian rule to a democratic, multi-party political system. Martial law, which had been in force since the 1940's, was lifted in January 1988. Taiwan's first democratically elected legislature was chosen in December 1992. After the second fully democratic election for the national legislature was held in December 1995, Taiwan completed its democratization by holding the first direct election of its President in March 1996.

A defining characteristic of Taiwan's international relations is a lack of diplomatic ties with most nations of the world. The authorities on Taiwan call their government the "Republic of China," and for many years claimed to be the legitimate government of all China. The PRC, however, considers Taiwan to be a province with no right to play an independent role in world affairs. The PRC will not maintain diplomatic relations with countries that also have official ties to Taiwan. Most countries have, therefore, chosen to establish diplomatic relations with the PRC rather than with Taiwan. As of June 2004, twenty-six countries maintained diplomatic relations with Taiwan. The PRC was admitted to the United Nations and most related organizations in 1971, forcing out Taiwan. The U.S. switched diplomatic recognition to the PRC in 1979.

Although it is still stipulated in the constitution, several years ago the Taiwan authorities changed policies and no longer insist that it is the sole legitimate rulers of all of China. While still acknowledging that Taiwan is "the Republic of China", the Taiwan government now seeks recognition as one of two "legitimate political entities" in China (the other being the PRC). Under this policy, Taiwan is seeking to join various international organizations, including the United Nations, but have encountered stiff PRC opposition. Taiwan has been able to join the Asia-Pacific Economic Cooperation (APEC) dialogue as an "economy" and the World Trade Organization (WTO) as a "customs territory."

Although the United States does not have diplomatic relations with Taiwan, the U.S. maintains extensive ties with the 23 million people on Taiwan. The American Institute in Taiwan (AIT), a private, not-for-profit institution, was established in 1979 to maintain the unofficial relations between the peoples of the United States and Taiwan. More than forty other countries, including most major European and Asian nations, also maintain unofficial representation in Taiwan.

4.4 MARKETING STRATEGIES

Taiwan is the ninth largest export market for the United States. U.S. goods enjoy a reputation for quality on the island. As Taiwan is a member of the World Trade Organization (WTO) with a relatively liberalized economy, most imported products face few structural or legal barriers. Nearly every type of sales channel exists in Taiwan. U.S. goods reach end-users through agents, distributors, franchisees, direct marketing, mail order and almost any other imaginable means. Distribution policies vary with the types of products and end-users, but all distribution channels are changing rapidly under the pressures of new demands from sophisticated Taiwan consumers, intensified competition between foreign and domestic rivals, and the introduction of IT applications to the distribution chain.

The marketing of products is too complex a subject to be treated comprehensively in this brief space, so the comments made here are, of necessity, very general. Taiwan end-users tend to make purchasing decisions based primarily on price -- although a higher price may increase the attractiveness of certain kinds of consumer goods.

Taiwan is a land of small businesses and traders who import from all over the world. The strength of Taiwan's economy lies not in its few large firms -- although Taiwan has given birth to a handful of large firms whose presence is felt in world markets -- but in its multitudinous small- and medium-sized firms. There are about 1.1 million registered businesses in Taiwan. The island has 132,000 legal manufacturing plants and over 100,000 illegal factories. Reflecting the importance of personal relationships in Taiwan's society and culture, a strong local

presence, with a wholly owned subsidiary, branch office, joint venture partner or agent/distributor, is another key to success in the market. Although it may be possible to directly supply a few types of highly specialized products from the United States, most U.S. firms will find it necessary to have some kind of local presence to market their products and services.

4.4.1 Distribution Channel Options

The most common distribution route in Taiwan moves products from suppliers to distributors, from distributors to retailers, and then from retailers to consumers. Some suppliers use shorter distribution channels, distributing products directly through retailers only. Multi-level marketing is accepted in Taiwan, and some direct-selling organizations are well established here. Foreign firms, especially small- and medium-sized companies, generally rely on agents to sell their merchandise to distributors. For certain products such as apparel, however, the distribution channels tend to be more complex.

Most foreign firms gain their initial foothold in the market by using a Taiwan agent. Taiwan firms prefer the partnering aspect of an agent relationship. Although some companies are willing to act only as distributors, there is a fear that firms seeking distributors are not serious about the market and will not support their distributors. Firms selling equipment or machinery frequently find it necessary to locate a partner willing and able to do some assembly or manufacturing in Taiwan. Although not necessarily formal joint ventures, these efforts require a higher degree of commitment to the market than simply selling through an agent. If the size of the market warrants, companies may wish to consider setting up a branch office or subsidiary in Taiwan. Taiwan officially welcomes foreign investment and establishing an office in Taiwan is relatively easy, if the procedures sometimes bureaucratic.

Using U.S. Commerce Department Services to Market American Products in Taiwan

AIT's Commercial Section, on behalf of the U.S. Department of Commerce, provides a number of services to help U.S. firms, large and small, export their goods and services to Taiwan. Through our office in Taipei (covering northern and central Taiwan) and a branch in Kaohsiung (covering southern Taiwan), we offer a variety of resources and services (including market research, agent distributor searches, advocacy, trade missions and trade shows) to assist U.S. companies entering the Taiwan market. Please contact us at Tel: 886-2-2720-1550, Fax: 886-2-2757-7162, email taipei.office.box@mail.doc.gov. It is also on the World Wide Web at the following address: <http://www.buyusa.gov/taiwan/en>.

The first step in using these services is contacting an Export Assistance Center in the United States. A comprehensive list of U.S. Export Assistance Centers (USEAC) can be found at <http://www.buyusa.gov/home/us.html>. These offices can help U.S. exporters determine which service is most suited to their export needs.

- **Arrange Business Appointments through the Gold Key Matching Service** - If one is planning to visit Taiwan to locate an agent or distributor, or begin discussions with potential buyers or business partners in Taiwan, the U.S. Commercial Service staff in Taiwan can arrange a schedule of meetings with pre-screened potential buyers, agents or distributors for a nominal fee.
- **Promote Companies on the U.S. Commercial Service Web site** – The U.S. Commercial Service in Taiwan can translate product information into Chinese and feature company information on the local version of its Web site, which targets Taiwan importers and buyers. At the time of this report, the service is offered free of charge. Qualified U.S. exporters may register for the program directly at <http://www.buyusa.gov/taiwan/en/aboutfuse.html>.
- **Connect with Local Professional Firms** - The U.S. Commercial Service in Taiwan maintains an on-line directory of local attorneys, accountants, translators, and travel agents, as well as companies that provide meeting facilities, temporary help, executive search services, market research, instant office rental, patent and

trademark services, trade show and exhibition services, moving and storage. These firms have English-speaking staff and experience in working with foreign companies.

4.4.2 Pricing Issues

Brand is an important determinant of price policy. Generally speaking, price margins at the distributor level for international brands are lower than for local or regional brands. Distributor price margins range an average between 15 percent and 40 percent, depending on which party maintains responsibility over marketing. In addition, price breaks and discounts for quantity purchases are frequently offered.

Taiwan importers and distributors often sell through modern retail stores. It is estimated that over 90 percent of imported consumer goods are sold through five types of modern retail outlets with different price margins:

Department Stores	Average 15-35 percent margin
Warehouse Stores	Average 15 percent margin
Convenience Stores	Average 30-40 percent margin
Supermarkets	Average 20-25 percent margin
Shopping Malls	Average 20-40 percent margin

4.4.3 Creating a Sales Office

Establishing a subsidiary or representative office in Taiwan is not generally considered to be particularly burdensome. There are, however, a number of different corporate structures from which to choose, and an array of forms and procedures to complete. In addition, a Chinese name is required. Consultations with reputable local attorneys or accountants are strongly recommended in order to identify and analyze key issues relevant to each business, and complete all necessary steps for establishment in Taiwan.

4.4.4 Selling Strategies

The most important consideration for the majority of Taiwan buyers is initial price. The most common complaint against U.S. goods is that their price is too high. Americans often find Taiwan businesspeople short-term oriented, and are frequently frustrated by the fact that most Taiwan firms do not factor in life-cycle costs when negotiating a purchase. Although attitudes are changing, most Taiwan firms will only pay a higher price for a product if they see a near-term payoff. After price, the next most important considerations are quality and after-sales service.

4.4.5 Advertising and Trade Promotion

Taiwan businesspeople are active participants in the global marketplace. They read trade journals from the U.S., Europe and Japan, participate in major international trade events and are well aware of current trends in their industries. There are local trade shows for most major industries and the Taiwan External Trade Development Council (TAITRA) is the co-organizer of many of these shows (usually in conjunction with the relevant industry associations). A local partner can give the best advice on where and how to advertise, but participation in the major trade shows and advertisement in the relevant Taiwan trade journals and industry newspapers are important.

Information on shows can be obtained from TAITRA. The TAITRA World Wide Web address is <http://www.taiwantrade.com.tw>. Taiwan offers several lists, including a frequently updated calendar for

international conferences and trade exhibitions held at the Taipei World Trade Center. TAITRA-sponsored trade shows can be found in Chapter 13 of this document and at <http://www.taipeitradeshows.com.tw>. Most trade exhibitions in Taiwan are export-oriented. Some have a significant number of non-Taiwan companies exhibiting.

TAITRA Offices in the United States

U.S.A. - New York

Taiwan Trade Center, New York Inc.
Director: En-Lei Tuan
1 Penn Plaza, Suite 3410
New York, N.Y. 10119
Tel: 212-904-1677
Fax: 212-904-1678
E-mail: newyork@taitra.org.tw

U.S.A. - Miami

Taiwan Trade Center, Miami Inc.
Deputy Director: Michelle Kung
5301 Blue Lagoon Drive, Suite 150
Miami, FL 33126
Tel: 305-266-9191
Fax: 305-266-8787
E-mail: Miami@taitra.org.tw

U.S.A. - San Francisco

Taiwan Trade Center San Francisco
Director: Richard Tsai
5201 Great America Parkway, Suite 307
Santa Clara, CA 95054
Tel: 408-988-5018
Fax: 408-988-5029
E-mail: office@taiwantradesf.org

Professional Journals and Magazines

U.S. companies that do not have representatives or agents in Taiwan should target professional journals and magazines. The following are some of Taiwan's major industry/commercial newspapers and business publications:

Commercial Times (Daily Newspaper)

Mr. Chang Huei Lin, Deputy Manager
Business Service Department
2F, 68 Ying Peng South Rd., Taipei
Tel: 886-2-2382-1598, 2381-3199 ext. 5001
Fax: 886-2-2382-1252
E-mail: s119@comm2.chinatimes.com.tw
<http://www.news.chinatimes.com/>

Economic Daily News (Daily Newspaper)

Mr. Kofeng Tseng, Reporter
Business Services Department
8F, 557 Chunghsiao E. Rd., Sec. 4, Taipei
Tel: 886-2-2768-1234 ext. 6175
Fax: 886-2-2764-7757
E-mail: kofeng.tseng@udngroup.com
<http://www.udnnews.com.tw/>

Business Weekly (Weekly Magazine)

Ms. Vicky Hsueh, Manager
Advertising Department
Rm. B, 21F, 333 Tunhwa S. Rd., Sec. 2, Taipei
Tel: 886-2-2736-8999 ext. 201
Fax: 886-2-2736-4605
E-mail: jying.hsueh@bwnet.com.tw
<http://www.ebusinessweekly.com.tw/>

Commonwealth (Monthly Magazine)

Ms. Joyce Liang, Manager
Advertising Department
4F, 87 Sungkiang Rd., Taipei
Tel: 886-2-2507-8627 ext. 137
Fax: 886-2-2507-8045
E-mail: joycel@cw.com.tw
<http://www.cw.com.tw/>

Breakthrough (Monthly Magazine)

Ms. King Lane Liang, Vice President
Advertising Department
15F, 181 Fu Hsing North Rd., Taipei
Tel: 886-2-8712-6882 ext. 886
Fax: 886-2-2546-6053
E-mail: cyndiliang@mail.chinamgt.com
<http://www.harment.com/>

Directory of Taiwan (Annual Edition)

Published by The Taiwan News
Mr. Chi-Sen Chiu, Vice General Manager
Advertising Department
7F, 88 Hsin Yi Road, Sec. 2, Taipei
Tel: 886-2-2351-7666 ext. 264
Fax: 886-2-2351-5330
E-mail: chiucs@etaiwannews.com
<http://www.etaiwannews.com/>

International Advertising Firms Doing Business in Taiwan

Taiwan's advertising sector is comparable to that of other developed economies and covers a wide range of media. There are some restrictions to advertising, especially for alcohol and tobacco commercials on television. Major international advertising firms doing business in Taiwan include:

Leo Burnett Co. Ltd.

9F, 207 Tun Hwa S. Rd., Sec. 2, Taipei
Tel: 886-2-2732-1211
Fax: 886-2-2732-8810
E-mail: office@leoburnett.com.tw

DDB Worldwide Inc.

1F, 427 Kong Kuan Rd., Peitau, Taipei
Tel: 886-2-2828-5166
Fax: 886-2-2828-5177
E-mail: jerome.fung@ddb.com.tw

Bates Taiwan Co., Ltd.

6F, 120 Chienkuo N. Rd., Sec. 2, Taipei
Tel: 886-2-2505-5305
Fax: 886-2-2505-5332
E-mail: janicel@mail.bates.com.tw

Dentsu, Young & Rubicam Co., Ltd.

8F, 198 Tun Hwa S. Rd., Sec. 2, Taipei
Tel: 886-2-2378-8938
Fax: 886-2-2378-8949
E-mail: Steve_Kuo@tw.yr.com

4.4.6 Entering the Consumer Goods Market

Taiwan is renowned as an industrial dynamo which has been driven by exports of industrial and high-tech goods for well over twenty years. Less well known is the fact that Taiwan offers a booming domestic consumer market. Taiwan's consumers enjoy a level of average disposable income which is among the highest in Asia, and their tastes are becoming increasingly cosmopolitan. American brands are widely known and respected. U.S. firms wanting to enter the market will find a network of support firms that can help them identify what consumers want, how best to deliver it, and what they are willing to pay.

As in the industrial sector, finding a good local partner -- be it an agent, distributor, licensee or joint venture partner -- is essential. Partners will frequently offer guidance on the staggering number of different marketing channels. Consumer goods distribution in Taiwan is dominated by a vast number of small, independent retailers, served by a network of wholesalers. As the Taiwan market becomes more attractive to investors and consumers become more sophisticated, however, this fragmented system is giving way to consolidated distribution and larger chains with greater economies of scale. New players are changing the face of Taiwan's retail market.

4.4.7 Major Types of Modern Retail Stores

Modern retail outlets such as shopping malls, department stores, warehouse stores, supermarkets, and convenience stores, have played important roles in retail, while other traditional retail outlets, such as “wet markets” and mom-and-pop stores, have become less important as consumer patterns change.

Department Stores

There are about 50 department stores located throughout Taiwan, concentrated mainly in the large cities. Most of these department stores are run on a Japanese model, i.e., the bulk of the floor space is rented out to concessionaires who pay rent and a fixed percentage -- about 20 percent or so -- of either their gross or net income. Such arrangements help department stores avoid risk and enable replacement of concessionaires recording poor sales. Concessionaires are responsible for decorating and staffing their sales areas. Although the department stores do purchase some merchandise on their own account, most of their sales are through the concessionaires. To compete with lower priced bulk quantity selections available in warehouse stores, Taiwan department stores carry high-quality, upscale and expensive merchandise.

The introduction of computerized systems to track sales should help department stores make purchases and control inventory to alleviate problems associated with the lack of merchandise selection. Because Taiwan consumers are very attentive to customer service and ambiance when shopping, department stores will continue to focus on distinguishing themselves through special design, decor, fashion shows, art exhibitions, VIP cards, in-store child care and food courts to attract their target market.

Warehouse Stores and Supermarkets

Carrefour and RT-Mart are two major warehouse store chains. Geant is the third largest market player. The U.S. warehouse store chain, Costco, has opened stores on the island and is enjoying brisk sales. British Tesco and Japanese Jusco GMS have also entered this profitable market.

The current supermarket leaders are Taiwan’s Chuan Lien Sher and Hong Kong-based Wellcome. These two market leaders are expanding businesses by aggressive opening of new stores.

Convenience Stores

There are over 7,500 convenience stores island-wide, which offer food products and toiletries 24 hours a day and are major outlets for consumer food items, such as snack foods, beverages and juices. 7-Eleven is the market leader. Convenience stores have been the fastest growing retail outlets, in terms of revenue sales, in the Taiwan retail market in recent years.

Shopping Malls

According to Taiwan’s Shopping Center Development Council (SCDC), Taiwan’s first shopping mall was established in 1994. But the island’s shopping mall industry really only took off in 1999, when the first composite commercial zone shopping mall, TaiMall, opened in Taoyuan. The establishment of shopping malls provides a promising new venue for both department stores and specialty chain stores. U.S. brands are prominent in Taiwan’s malls, noticeably more so than in traditional channels.

4.4.8 Additional Sales Routes

Franchising

A variety of franchise arrangements exist on the island, ranging from equally shared joint venture partnerships to the Pizza Hut model, where stores are managed and operated by a “master franchisee” or a regionally based conglomerate. As Taiwan lacks a strong legal basis for franchise operations, it is crucial that contractual arrangements entered into by U.S. companies stipulate adherence to corporate policy. To gain a foothold in the market and ensure successful performance, franchises must stress management, personnel training, customer service and consistency in product quality, and seek guarantees for reliable distribution channels. Vital to the successful operation of a franchise in Taiwan is identifying a reliable intermediary capable of enhancing and reinforcing technology transfer. In recent years franchise operations have expanded beyond fast food restaurants (McDonalds, Kentucky Fried Chicken, TGIF, Pizza Hut and Burger King are all present) to non-food operations such as Cosmed, JaniKing and Midas.

Direct Selling

“Multi-level sales” has been popular as a second job to supplement household incomes. “Multi-level sales” businesses in Taiwan specialize primarily in health care products, cosmetics and skin care products, and household cleaning items. Foreign brands are selling well in the categories of health care products; cosmetics and skin care products, and water filters. Firms such as Avon, Amway, Nu Skin and Tupperware have taken advantage of the sales skills of ambitious, well-educated Taiwan women to become very successful. Direct marketing techniques such as mail order, TV and Internet marketing are expanding rapidly.

In contrast to the industrial/commercial market, Taiwan consumers, in many cases, are willing to pay more for the goods that they purchase. Conspicuous consumption is rampant in the Taiwan society and consumers are eager to pay top-dollar for the right brand of watch, car, cognac or necktie. While consumers are willing to pay more for perceived value, price competition in the marketplace can be brutal. Firms that charge too much for their products in Taiwan can expect to find parallel importers undercutting their efforts. Consumers are extremely brand-conscious, but they are willing to shop around to find the lowest price on their favorite brand. Moreover, when brand is not important, consumers buy on price.

4.4.9 Public Sector Marketing

Selling to the Taiwan authorities deserves a special mention, as there are both excellent opportunities and major challenges for U.S. firms interested in Taiwan’s public procurement. The Central Trust of China (CTC), a quasi-state organization that has procurement and other responsibilities, issues many large, and typically technically complex, tenders. Government agencies and state-owned enterprises that need to purchase equipment inform CTC of their requirements. CTC announces and administers the tender procedures, with technical evaluations performed by the purchasing entity or its surrogates (such as outside consulting firms). CTC tenders may be local (limited to firms with a Taiwan office) or international (open to firms outside of Taiwan), but both kinds of tenders are generally conducted fairly and openly. U.S. firms have a well-established record of success in winning CTC-administered tenders.

While the CTC handles a large portion of the Taiwan authority purchases of advanced equipment, the bulk of Taiwan authority purchases are administered by the purchasing entities themselves. Nearly all of these tenders are open only to firms with a local presence, and it can be difficult for outsiders to obtain advance information on such tenders. CTC itself estimates that they procure less than 10 percent of the authorities’ total procurement. In addition to the authorities’ extensive infrastructure spending, important portions of the economy are still in the hands of authority-

owned entities -- significant parts of the energy and tobacco products industries are authority monopolies or at least nearly so.

U.S. firms have scored some major successes in public procurement, but U.S. companies also have serious complaints about the system. The contracting entities tend to wield excessive power over the contractor: exorbitant potential liabilities, cumbersome change order procedures and expensive bonding requirements are common. Contracting entities tend to view contractors as adversaries, which can strain otherwise normal business dealings. Taiwan bureaucrats tend to believe that the penalty for making no decision is always less than the penalty for making the wrong decision and this attitude can often result in frustrating delays or unreasonable demands on the contractor, as bureaucrats seek to take the safest course of action. Conflict of interest laws in Taiwan are not as fully developed, as are those in the United States. Firms employing relatives of existing officials and/or retired officials have an inside track on Taiwan authority contracts.

Taiwan's Government Procurement Law (GPL) went into effect on May 27, 1999. It had been hoped that the GPL would do much to improve the transparency and fairness of procurements by the authorities, and while there is certainly some movement in the right direction, the GPL is proving to be a disappointment. Contract terms and conditions are still often extremely one-sided, local companies sometimes make frivolous complaints under the GPL in order to be given a piece of the action, and the authorities have not yet organized a binding arbitration mechanism for the authorities' procurement disputes. For these and other reasons, the Taiwan authority's procurement practices were for the first time, in May 2000, listed on a United States Trade Representative "Title VII" report as causing concern for the United States Government.

4.4.10 Protecting Your Products from IPR Infringement

While Taiwan companies are known for their ability to quickly incorporate ideas found in competing products, Taiwan's copyright, patent, trademark, trade secret and integrated circuit layout protection laws generally meet most international standards. Market monitoring systems (for both the export and domestic markets) are in place to help deter the sale of pirated and counterfeit goods, although concerned U.S. industries report that enforcement against the illegal manufacture and sale of such items is inadequate to satisfactorily protect their IP. Patent, copyright and trademark holders should investigate the need or desirability of filing for those rights in Taiwan.

While Taiwan is not a member of the Bern or Paris Conventions, it generally adheres to the principles embodied in those agreements. In connection with its accession to the WTO, Taiwan has made progress in revising its Copyright Law, Patent Law and Trademark Law to conform to the TRIPS agreement and with other international treaties administered by the World Intellectual Property Organization (WIPO).

Piracy and counterfeiting levels still remain unacceptably high. Taiwan is one of the largest sources of pirated optical media products in the world and corporate end-user piracy and trademark counterfeiting are at high levels. U.S. companies continue to report significant problems in protecting and enforcing their IPR. Official raids are at times hampered by a lack of expertise and poor interagency coordination; resulting penalties are neither timely nor strong enough to deter infringement. The weak protection of IPR, including a lack of adequate enforcement against piracy and trademark counterfeiting in Taiwan, therefore remains a serious concern for the U.S. government.

4.4.11 Local Attorneys, Accountants, and Insurance Companies

Taiwan has a comprehensive, modern legal system, as well as a respectable number of highly regarded local and international law firms and legal consultants. Many Taiwan attorneys active in the international business areas have studied law in the United States, speak excellent English and understand the concerns of U.S. businesses.

Consultations with a competent local attorney prior to engaging in business with Taiwan, or in the Taiwan market, are highly recommended.

Likewise, the major U.S. and global accounting firms and insurance companies have active offices in Taiwan. Any U.S. firms interested in entering the Taiwan market should make a point of meeting with these professional advisors. Not only can they provide advice on their specific areas of expertise, but also on a range of business and cultural matters. Up-to-date lists of professional firms may be obtained from the American Chamber of Commerce in Taiwan. The U.S. Commercial Service in Taiwan also maintains an on-line listing of local professional service providers on its Web site at www.buyusa.gov/taiwan/en. The listing includes local attorneys, accountants, consultants, and other professionals and can be found under the heading “Business Service Providers.”

4.4.12 Checking Bona Fides

Prior to entering into a relationship with an unknown Taiwan company, a U.S. firm would be wise to confirm the reputation of the company. Local attorneys and accountants can be excellent sources of information, as can trade associations.

The U.S. Commercial Service in Taiwan maintains an on-line listing of companies that provide professional service providers on its Web site at www.buyusa.gov/taiwan/en. These companies can be found under the heading “Business Service Providers” in subcategories such as market research, patent and trademark law services, legal services, and accounting and auditing.

4.5 IMPORT AND EXPORT REGULATION RISKS

4.5.1 Tariffs on Non-Agricultural Products

In November 2003, Taiwan’s Legislative Yuan approved a comprehensive tariff schedule revision to comply with the 2002 version of the Harmonized Commodity Description and Coding System of the World Customs Organization, Taiwan’s Free Trade Agreement with Panama, and Taiwan’s accession commitments to the WTO. The revised tariff schedule became effective in early 2004. U.S. industry continues to request that Taiwan lower tariffs on imports of large motorcycles, paper and paper products, plywood, wine, canned soup, biscuits, cookies, snack foods, etc.

Upon Taiwan’s accession to the WTO in January 2002, Taiwan implemented a tariff rate quotas (TRQs) system on small passenger cars. Taiwan also lowered tariffs on small passenger cars, resulting in lower prices. Taiwan is a participant in the Information Technology Agreement (ITA). Under the ITA, Taiwan has phased out or reduced tariffs on information technology products.

A commodity tax must be paid if an imported product falls into one of seven commodity categories. The tax is assessed on the C.I.F. and duty-paid value of affected imports. The seven commodity categories include rubber tires, cement, machine-made cool drinks, oil and gas, certain electric appliances, flat glass, and motor vehicles.

4.5.2 Tariffs on Agricultural Products

WTO accession brought down tariffs for agricultural products and has opened the Taiwan market to commodities formerly banned or subject to strict import controls, including rice, chicken meat, pork offal, and pork belly. Upon WTO accession, Taiwan established TRQ’s for formerly banned products such as rice and rice products, pork bellies,

chicken meat, pork offal, poultry offal, liquid milk, peanuts, small red beans, garlic bulbs and some fruit and vegetables.

4.5.3 Special Safeguards

Taiwan's implementation of the WTO Agreement on Agriculture Special Safeguard (SSG) Regime threatens to undermine post-WTO tariff concessions by allowing duty surcharges above tariff binding levels. SSG are triggered when either imports increase too quickly or prices fall below a specified level. In addition to tariffs, all imports must pay a Commercial Harbor Service Charge, which is assessed based on cargo weight and ship net tonnage.

4.5.4 Valuations on Imports

Taiwan revised its Customs Law in July 1986 in order to implement procedures consistent with the "Agreement on Implementation of Article VII of the GATT." This article refers to the valuation of all imports for the assessment of duties. In accordance with its WTO accession agreement, Taiwan again amended its Customs Law in May 1997 and formally implemented the amendments to bring Customs Law into conformity with Customs Valuation Agreement on January 1, 2002.

The dutiable value of an import into Taiwan is defined as its cost, insurance and freight (C.I.F.) value. Under the Revised Customs Law, duty-paying value (DPV) is based on the transaction value, which is the import cost.

Import Licensing and Other Restrictions Generally

Taiwan categorizes imports into controlled and permissible items. In order to comply with its WTO commitments, Taiwan eliminated import controls on 94.42 percent of 10,994 official import product categories as of April 2004. Currently, 549 product categories require import permits from the Board of Foreign Trade. Imports of 65 categories are "restricted", including ammunition and some agricultural products. These items can only be imported under special circumstances, and are effectively banned.

4.5.5 Controls on Exports

Of the total 10,993 items in Taiwan's current tariff schedule (HS), 10,067 or 91.58 percent may be exported. Licenses are required for:

- Implementation of quantitative restriction arrangements on exports of textile and garment products;
- The security of supply of certain daily necessities and important industrial materials, including rice, salt, crude oils, gasoline, fuel oils, pharmaceuticals and uranium;
- Implementation of strategic trade and nonproliferation agreements, i.e. The export of munitions and armaments, strategic high-tech commodities, and technical data;
- Protection of intellectual properties by implementation of the trademark export monitoring system and commodities containing intellectual works;
- Protection of endangered plants and animals and preservation of the natural ecological balance in accordance with the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES);
- Concern over hygiene and health effects of certain products such as toxic waste and chemicals.

4.5.6 Documentation Required for Trade

Non-Agricultural Products

A foreign supplier's pro-forma invoice (quotation) is required for application of an import permit and the establishment of a letter of credit. Documents required for shipments to or from Taiwan include the commercial invoice, bill of lading or airway bill, and packing list. A certificate of origin is also required for designated commodities such as sedans, other small passenger cars and their chassis, tobacco and alcohol products and some agricultural products. Shipments of agricultural products, plants, and animals to Taiwan may require certificates of inspection or quarantine issued in the country of origin and are subject to inspection and quarantine upon importation into Taiwan.

The commercial invoice must show the import license number; FOB, C&F, or CIF value; insurance; freight; and discounts or commissions, if any. The commodity description and value shown on the commercial invoice must agree with those on the import license, if any. No requirements exist as to the form of a commercial invoice or a bill of lading. In addition to the information generally included in a standard bill of lading, all marks and case numbers appearing on packages must be shown. Customs does not permit the grouping of marks or numbers on a shipment of mixed commodities.

Agricultural Products

Fresh produce is inspected for pesticide residues and accompanying phytosanitary certificates are checked closely for completeness and accuracy. Rice shipments imported by the public sector continued to be subject to lot-by-lot inspection. However, private sector importers are allowed to move rice from the port to their own warehouses immediately after inspectors have taken samples for inspections as long as they sign a guarantee letter assuming full responsibility for the rice shipment passing inspection. Border inspections of meat products consist of a visual inspection, a random test for animal drugs and pesticide residues, and a thorough check of the accompanying health certificates for accuracy and completeness. If discrepancies or insufficiencies are found on these certificates, this can lead to delays in customs clearance and a possible rejection of the entire shipment. The food safety inspection of processed foods focuses on labeling, food hygiene, and food additives.

4.5.7 Entering Temporary Imports

Taiwan is not a member of ATA Carnet system. However, Taiwan has signed bilateral agreements with 25 nations, including the United States, Canada, Switzerland, South Africa, Singapore, South Korea, New Zealand, Australia, Hungary, the Philippines, and 15 EU countries, to implement ATA Carnet. These agreements grant temporary customs exemptions for commercial samples, professional equipment and exhibitions goods, which are brought into Taiwan for sales promotion and exhibition purposes on a temporary basis. They facilitate international business by avoiding extensive customs procedures, eliminating payment of import duties and value-added taxes, and replacing the purchase of temporary import bonds. Upon conclusion of the event, items must be shipped out of Taiwan within one year to avoid imposition of tariffs and other import taxes.

The agreement with the United States to implement the TECRO/AIT Carnets was signed in December 1999. Like the ATA Carnet, TECRO/AIT Carnets are valid for up to one year and allow U.S. exporters to avoid duties and taxes when entering Taiwan. The TECRO/AIT Carnets issued exclusively for Taiwan are very similar to the traditional ATA Carnets, but must be applied for separately (due to the U.S.'s lack of diplomatic recognition of Taiwan). For example, if traveling to both Taiwan and an ATA Carnet country, one would have to apply for a TECRO/AIT Carnet and an ATA Carnet. Questions regarding the process of the TECRO/AIT Carnets should be directed to the U.S. Council for International Business at 1212 Avenue of the Americas, New York, N.Y. 10036, Tel: 212-703-5078, Fax: 212-944-0012, <http://www.uscib.org/>.

4.5.8 Public Procurement

Taiwan has committed to accede to the WTO Agreement on Government Procurement (GPA) as part of its WTO accession. While Taiwan has applied for accession to the GPA, its accession has not yet been completed due to differences regarding nomenclature issues. To prepare for accession, Taiwan implemented a new Government Procurement Law (GPL) in mid-1999. This was an important first step toward establishing a transparent and predictable environment for Taiwan's multibillion-dollar market for public procurement projects. In August 2001, Taiwan and the United States signed a Memorandum of Understanding (MOU) on Government Procurement. The MOU calls for Taiwan to implement certain procedural commitments immediately, while others will be implemented on accession to the GPA. Taiwan agreed to establish new procedures providing for the independent review of complaints that arise during the tendering process, to encourage its procuring entities to make use of mediation procedures, and to cooperate fully when such procedures are invoked. Despite these commitments, Taiwan officials have continued to incorporate provisions in public procurement tenders that appear to be inconsistent with the GPA, although Taiwan is not yet a party to that agreement. Further, the lack of transparency in the government procurement process as well as the review process for complaints remains a serious issue. U.S. participation in Taiwan's government procurement market continues to decline as a result of these practices. The United States continues to remain concerned with the public procurement environment.

4.5.9 E-Commerce

Taiwan's approach to e-commerce and related issues is still evolving. A law protecting personal on-line data was approved in 2001. A positive development is the Electronic Signature Law, passed by the Legislative Yuan in late October 2001. This law adopts the principles of the United Nations Commission on International Trade Law's Model Law on Electronic commerce and recognizes the legal validity of electronic contracts, records, and signatures.

4.5.10 Additional Trade Issues

For political, diplomatic or economic reasons, the Taiwan authorities have placed restrictions on the imports of certain permissible goods from designated procurement areas. Also restricted and/or controlled is the importation of certain products on the grounds of national security, maintaining public order, or preserving human, animal or plant health. All require a prior import permit issued by the Board of Foreign Trade.

Presently, vessels that carry goods imported from and exported to the People's Republic of China (PRC) must sail indirectly, calling on a third port en route. Taiwan has lifted the ban on importation of a large number of agricultural and industrial products from the PRC.

Starting May 19, 1998, Taiwan extended to all banned PRC imports the same rules and regulations it applies to all other imports with regard to country of origin and value added processing. In other words, banned goods from the PRC can be imported if it can be shown that they were primarily made elsewhere, and did not undergo substantial transformation in the PRC. The definition of "substantial transformation" is value added exceeding 35 percent of the final export value of the goods. In addition, bonded factory companies and the enterprises located in export processing zones and science-based industrial parks producing wholly for export markets are permitted to import banned manufacturing components and raw materials from the PRC.

4.5.11 Adherence to Free Trade Agreements

Taiwan became a member of the WTO on January 1, 2002. Taiwan became a member of the Asia Pacific Economic Cooperation (APEC) in November 1991, and joined the Central American Bank for Economic Integration in 1992. Taiwan is also a member of the Asian Development Bank (ADB), the Pacific Economic Cooperation Council (PECC) and the Pacific Basin Economic Council (PBEC).

4.5.12 Taiwan Customs Contact Information

Directorate General of Customs, MOF
13 Ta Cheng Street, Taipei 103, Taiwan
Tel: 886-2-2550-5500
Fax: 886-2550-8111
<http://www.dgoc.gov.tw>
E-mail: customs@mail.dgoc.gov.tw

4.6 TAIWAN STANDARDS REGIME

The Bureau of Standards, Metrology and Inspection (BSMI), under the Ministry of Economic Affairs (MOEA) has responsibility for the development, compilation and publication of “Chinese National Standards” (CNS) as well as for conformity assessment. BSMI also implements commodity inspection measures as stipulated in Taiwan’s Commodity Inspection Law.

Taiwan promulgated the Standards Act in 1946, establishing a National Bureau of Standards under the MOEA. The Standards Act was amended in 1997 to accommodate changes in global trade and in anticipation of future WTO obligations. The “Regulations for the Establishment of Chinese National Standards” were amended in 1996 and again in 1998 to promote standards quality and to facilitate harmonization of national with international standards. Responsibility for standardization was taken over by the Bureau of Standards, Metrology and Inspection (BSMI) on January 26, 1999, as a result of a reorganization aimed at integrating conformity assessment activities.

Taiwan’s national standards are based primarily on international standards such as those set up by the International Standards Organization (ISO), International Electrotechnical Commission (IEC) and International Telecommunications Union (ITU). Taiwan acceded to the WTO on January 1, 2002. The preparation, adoption and application of national standards comply with the requirements of the Agreement on Technical Barriers to Trade (TBT) of the WTO.

BSMI administers the CNS Market Certification System whereby products meeting standards are allowed to carry the CNS mark. BSMI also carries out necessary food and safety inspection measures while the Bureau of Animal and Plant Health Inspection & Quarantine (BAPHIQ) is responsible for inspection and quarantine for the purpose of safeguarding animal and plant health. Taiwan’s sanitary and phytosanitary (SPS) standards are, for the most part, different from U.S. standards or those established by international regulatory bodies such as the Office of International Epizootic (OIE) or the Codex Alimentarius.

4.6.1 National Standards

The Standards Division (First Division) of BSMI is responsible for drafting standards policies and regulations. This division consists of four sections, with the First Section responsible for general standardization activities including

the drafting of regulations, guidance, harmonization planning, administration of the CNS mark, compilation of the standards gazette and promotion of national standards. The remaining three sections are each responsible for standards in specific industry sectors.

In addition, there are four standards-related institutions under BSMI involved in the development and promotion of Chinese National Standards. These are:

- National Standards Review Council, the National Standards Technical Committee,
- National Information & Communication Initiative Committee - Technology & Standards Team, and
- National Information & Communications Security Taskforce - Standards & Specifications Group.

BSMI issues plans for standards development semi-annually. These plans are published in the National Gazette and filed with the WTO Secretariat in accordance with the TBT agreement.

BSMI has established an on-line system for the public to obtain Chinese National Standards information on line: <http://www.bsmi.gov.tw> or <http://ensm.bsmi.gov.tw>. The former Web site also provides access to updated standards gazettes.

Conformity Assessment

The Sixth Division of BSMI is in charge of testing and inspection methods. This division currently conducts testing in areas including electromagnetic compatibility (EMC), biochemistry, chemistry, polymers, materials, electrical engineering and mechanical engineering.

Before 1997, Taiwan relied on batch inspection as the only conformity assessment procedure available to ensure compliance. Along with the development of a technical infrastructure leading to advances in testing capabilities, the Commodity Inspection Act was revised in 1997 and again in 2001 to create a framework for a type-testing system and Supplier's Declaration of Conformity (SDoC) as replacements for traditional batch inspection. The type-testing system was implemented in January 1999 while SDoC was introduced for certain electronics products in January 2002.

Under the new type-testing system, "Registration of Product Certification" (RPC), products are subject to the appropriate conformity assessment modules as determined by the authorities. These seven modules cover both the design and production phases of product manufacture. They consist of Internal-Control (Module I), Type-Test (Module II), Conformity-to-Type Declaration (Module III), Full Quality Assurance (Module IV), Production Quality Assurance System (Module V), Product Quality Assurance (Module VI), and Factory Inspection (Module VII). Conformity assessment for Module II, which requires safety or electromagnetic compatibility (EMC) testing or inspections, is required for all products. Module III, IV, V, VI or VII are applied in combination with Module II as specified by MOEA.

The SDoC is the least trade restrictive conformity assessment procedure, and is currently applied only to low-risk products with stable manufacturing technology. Under the SDoC scheme, manufacturers may have testing done by BSMI designated laboratories, prepare their own technical documents, and draft the declaration of conformity themselves. Products using the SDoC approach are under market surveillance by BSMI. Products permitted to use the declaration of conformity approach may be imported without customs inspection.

Mainly parts or accessories for information technology products, including electronic calculators, hard discs, floppy discs, optical discs, storage units and power supplies, are covered by the SDoC system. A complete list of products is available in BSMI's Web site: www.bsmi.gov.tw.

Product Certification

Products specified by MOEA must comply with inspection requirements before they are shipped from the manufacturing premises or imported and placed on the market. Manufacturers or importers of these products must apply to BSMI for inspection before shipment or importation. Beginning on January 1, 2004, BSMI adopted a dual-track approach to allow manufacturers or importers to choose the “Registration of Product Certification” (RPC) scheme or a Batch-by-Batch inspection (BBI) with Type Approval.

The RPC scheme encompasses requirements for the product design stage (type testing) and manufacturing stage (quality management system). In other words, while applying for the Registration of Product Certification, both the product design and manufacturing process must conform to the requirements specified by BSMI. With the RPC certificate, domestic manufacturers may ship their products and importers may proceed directly with customs clearance.

Importers or firms having small numbers of products for sale in the domestic market may find the BBI with Type Approval approach easier. According to BSMI, upon approval of the sample product, the random inspection rate is about 10%.

Taiwan’s safety regulations follow IEC and CNS standards. All safety testing for end products must be done in Taiwan by Taiwan accredited laboratories. The UL safety certification has never been considered sufficient to meet Taiwan requirements for end product safety certification. While some products that have UL safety certification may have entered Taiwan in the past, that approval for entry was based on BBI results, not UL certification. Home appliances, certain fire fighting products, electrical power distribution devices (including cables and switches), lighting products for indoor use and motors require safety testing or inspection.

In order to enhance the protection of consumers from hazards posed by telecommunications and electrical and electronics products, and to meet international requirements for electromagnetic compatibility (EMC), BSMI has promulgated “Regulations Governing Electromagnetic Compatibility of Commodities.” Manufacturers or importers must obtain type approval of their products from BSMI and all products must apply for inspection based on the EMC type approval certificate. Currently, products subject to EMC inspection include copy machines, television sets, VCRs, information technology products, household appliances, computer components, and power tools.

Mr. Lin Huei-Shiun, Chief of the Second Section of the Third Division, is the contact point to assist firms with problems in this area. Tel: 886-2-2343-1783, Fax: 886-2-2393-2324, e-mail: hs.lin@bsmi.gov.tw. BSMI also has an English language section on its Web site describing measures governing the registration of product certifications at <http://web-server.bsmi.gov.tw/english/rpc/mgrpc.htm>.

There is currently an Electromagnetic Compatibility (EMC) Mutual Recognition Agreement (MRA) between the U.S. and Taiwan covering information Technology (IT) products. In accordance with the terms of this MRA, BSMI accepts EMC testing by any laboratory located in the United States and accredited by the National Institute of Standards and Technology (NIST) under the NAVLAP program. NIST accredited labs outside the U.S. are not accepted by BSMI.

Accreditation

On January 6, 2004, BSMI integrated the operations of the Chinese National Laboratory Accreditation (CNLA) and the Chinese National Accreditation Board (CNAB) to form the Taiwan Accreditation Foundation (TAF). TAF is the island’s sole national accreditation body, responsible for supervision of CNLA and CNAB, both of which conduct accreditation work in accordance with international standards and the requirements of international organizations. Based on the ISO/IEC Guide 58, CNLA has set up an accreditation management system and follows ISO/IEC 17025, a new version of general requirements for laboratories. CLAB has adopted ISO/IEC Guide 61 and International Accreditation Forum (IAF) guidance to conduct accreditation for management system accreditation

bodies, product certification bodies, auditor certification bodies, auditor training course providers, and inspection bodies.

Accreditation for labs is conducted on a voluntary basis. Information about laboratories accredited by the CNLA is available on the CNLA Web site: www.cnla.org.tw. In addition, the CNAB Web site (<http://www.moea.gov.tw/~cnab/index.html>) provides a current directory of accredited bodies, certified organizations of the accredited bodies, accreditation process notices, classification of accreditation scope, documents required for application for accreditation, and accreditation requirements.

4.6.2 Technical Regulations

Proposed and final technical regulations are submitted to the MOEA by the BSMI for publication. This information is then published in the National Standards Gazette. In addition to the Gazette, BSMI also publishes several pamphlets to propagate information on standards. These pamphlets include the Catalogue of National Standards Categories, List of CNS Mark Product Items and Directory of CNS Mark Companies, Compilation of Laws & Regulations of Applying for CNS Mark, Q&A on Standards and CNS Mark, and Q&A on Technical Barriers to Trade. BSMI's Web site (www.bsmi.gov.tw) also provides updated information from standards gazettes and on standards regulations.

U.S. entities can provide their comments about local technical regulations or other related issues by contacting the BSMI directly or through the National Enquiry Point under the WTO TBT Agreement in the U.S. The BSMI Information Center performs the functions of National Enquiry Point under the WTO TBT Agreement for other countries.

4.6.3 Labeling Issues

Taiwan's Commodity Labeling Act was first promulgated in January 1982 and amended in 1991 and 2003. A revised Commodity Labeling Act took effect on June 25, 2004. In labeling commodities, the writing shall be in Chinese and may be supplemented by English or other foreign language. When an imported commodity is introduced for sale on the domestic market, labeling and instructions or sales literature written in Chinese shall be added to the commodity by the importer. The contents provided in Chinese language shall not be simpler or more condensed than those from the place of origin of such commodity. The name/title and the address of the foreign manufacturer of an imported commodity to be labeled may not be written in Chinese language.

Where a commodity is introduced for sale on the domestic market, the following particulars shall be labeled:

- Name of the commodity;
- Name, telephone number and address of the producer or manufacturer, the place of origin of the commodity, and the name, telephone number, and address of the importer for imported commodity;
- Contents or composition of the commodity;
- Major components/ingredients or materials.
- Net weight, volume or quantity, or measurements shall be labeled in statutory measuring units and other measurements may be added when it is deemed necessary.
- Date of manufacture in the Chinese calendar or Gregorian calendar; the expiration date or the term of validity if the commodity has a limited duration of storage; and other particulars as required by the Central Government Competent authorities.

Where a commodity is under any of the following circumstances, the scope of application, the date of expiration, the methods of use and storage of such commodity, and other points requiring attention shall be indicated:

- Hazardous or dangerous in nature;
- Related to health and safety; and
- Having special characteristics or requiring special handling.

Taiwan's labeling regulations require that the net contents of packaged goods be shown in metric units. Dual labeling in metric and non-metric units is permitted. Measuring instruments calibrated in non-metric units must show metric equivalents. All imported cargo must bear a mark of distinctive design, a set of three or more letters, or a combination of design and letters indelibly stenciled, stamped, or burned on the packing or on the cargo itself. For cargo packed in cases, boxes, crates, casks, drums, or cylinders, each container should bear a separate number, which cannot be repeated for two years. Bags or bales also must bear a nonrecurring number, date, or set of three or more letters. In addition, each package of a consignment must be numbered consecutively. Numbering is not essential for large lots of cargo except when packaged in cases, boxes, or crates, provided that each package of the consignment contains cargo of identical weight.

As required by the March 1995 amendment to Taiwan's "Law Governing Food Sanitation," Taiwan strictly enforces the Chinese language-labeling requirement for food items sold at retail (with some exemptions for selected food-service items) and requires that the labels be affixed before customs clearance. Required information includes name and address of the manufacturer or importer, expiry date, list of food additives, and weight, volume or quantity of ingredients. If you have questions on labeling requirements for food products, please contact the AIT Agricultural Trade Office.

4.6.4 Key Contact Information

The BSMI has established an Information Center to provide services for users to search and/or purchase Chinese National Standards as well as the standards of other countries. The Information Center functions as the National Enquiry Point under the Agreement on Technical Barriers to Trade of the World Trade Organization. Inquiries concerning the Agreement or measures adopted in other countries can also be made to the Information Center. The contact information of the Information Center is below:

The Information Center

Bureau of Standards, Metrology and Inspection
Ministry of Economic Affairs
No. 4, Chinan Rd., Sec. 1
Taipei, Taiwan
Tel: 886-2-2343-1985 or 2343-1978
Fax: 886-2-2356-0998
E-mail: tbteng@bsmi.gov.tw

The following is contact information of national accreditation organizations in Taiwan:

Taiwan Accreditation Foundation (TAF)

8th Fl., No. 20, Nan Hei Road, Taipei, Taiwan
Tel: 886-2-2391-4626, Fax: 886-2-2397-1744
E-mail: taf@taftw.org.tw
Website: www.taftw.org.tw

Chinese National Laboratory Accreditation (CNLA)

No. 30, Ta Hsueh Road, Hsinchu, Taiwan
 Tel: 886-3-571-0233, Fax: 886-3-572-6308
 Website: www.cnla.org.tw

Chinese National Accreditation Board (CNAB)

7th Fl., No. 20, Nanhai Road, Taipei, Taiwan
 Tel: 886-2-2397-1742, Fax: 886-2-2397-1744
 E-mail: cnab@moea.gov.tw
 Website: <http://www.moea.gov.tw/~cnab/index.html>

U.S. firms interested in standards related information may also contact the AIT Commercial Section for assistance:

Mr. William Marshak, Deputy Chief
 AIT, Commercial Section
 Rm. 3207, No. 333, Keelung Rd., Section 1
 Taipei, Taiwan
 Tel: 886-2-2720-1550 ext. 381, Fax: 886-2-2757-7162
 E-mail: William.marshak@mail.doc.gov

U.S. firms interested in information related to Taiwan's sanitary and phytosanitary regulations may contact the AIT Agriculture Section for assistance:

Mr. Scott Sindelar, Chief
 AIT, Agriculture Section
 No. 7, Lane 134, Hsin-yi Road, Section 3
 Taipei, Taiwan
 Tel: 886-2-2162-2316, Fax: 886-2-2162-2238
 E-mail: scott.sindelar@usda.gov

4.7 OPENNESS TO FOREIGN INVESTMENT

Foreign investment in Taiwan basically concentrates on the electronics and electrical industries and the service sector. Sixty percent of the approved inbound DI in Taiwan's electronics and electrical industries come from the United States and Japan.

As a relatively open and liberal economy, Taiwan receives foreign investment while its businesses invest overseas, especially in the PRC, Southeast Asia and the Americas. According to balance-of-investments statistics compiled by the CBC, outbound direct investment has exceeded inbound direct investment since 1988.

Taiwanese business firms started to relocate their productions bases to the PRC in the late 1980s. Production lines moved to the PRC gradually shifted from cheap labor oriented industries in the late 1980s to products requiring lower-end technologies, such as PCs and motherboards, in the early 2000s. The accession to the WTO by the two sides of the Taiwan Strait near 2002 prompted Taiwanese business firms to accelerate the relocation to the PRC to sharpen their export competitiveness. They take advantage of cheap labor and land costs on China, using the bases to process Taiwan-made production inputs into finished goods for exports to such industrial markets as the United States, Japan and Europe.

Taiwan encourages and facilitates foreign direct investment. The authorities have taken steps to improve the investment climate, although impediments remain in some sectors.

All foreign ownership limits have been removed for construction, real estate development and brokerage, banking, insurance, finance, securities, and futures industries as well as shipping companies, shipping agents and marine cargo forwarders, with a few exceptions. .

Regulation of foreign investment is principally based on the Statute for Investment by Foreign Nationals (SIFN) and the Statute for Investment by Overseas Chinese (SIOC). These two laws permit foreign investors to invest in foreign currencies as well as in NT dollars. Companies reinvested by joint ventures with foreign ownership below 33 percent are exempt from limitations applicable to industries on the negative list. Both the SIFN and the SIOC specify that foreign-invested enterprises must receive the same regulatory treatment accorded their local counterparts. Foreign companies may invest in firms undergoing privatization and are also eligible to participate in public-financed research and development programs.

Applications for investment approvals, acquisitions, and mergers are screened by the Foreign Investment Commission (FIC) of the Ministry of Economic Affairs. Approximately 98% of projects have an investment value less than NT\$500 million (US\$14.9 million); FIC approval for these projects is generally granted within three working days at the FIC division chief level. For investments of NT\$500 million to NT\$1.0 billion (US\$14.9 million - US\$29.8 million), approval authority rests with the FIC Executive Secretary and normally is granted within one week. Approval of investments in industries included on the negative list requires several weeks because those investments must be referred to the relevant supervisory ministries. Approval of investments exceeding NT\$1 billion (US\$29.8 million) may require up to one month for screening at the monthly meeting of an inter-ministerial commission.

Taiwan offers a number of incentives to encourage investment, including accelerated depreciation and tax credits for investments in emerging or strategic industries, pollution-control systems, production automation and energy conservation. Equipment for R&D purposes can be brought into Taiwan duty-free. Other incentives include low-interest loans for developing new and/or cutting edge products, upgrading traditional industries, and importing automation or pollution-control equipment. A broad five-year tax holiday for new investments, abolished in January 1991, was re-instituted in January 1995. In 2002, Taiwan authorities expanded the five-year tax holiday to cover all manufacturing projects implemented in 2002 and 2003 in an attempt to stimulate Taiwan's economy. As part of its financial reform, Taiwan encourages banks, insurance companies, and securities firms to merge or transform into financial holding companies. Such mergers and transformations are eligible for tax and non-tax incentives.

4.7.1 Conversion and Transfer Policies

There are relatively few restrictions on converting or transferring funds associated with direct investment. Foreign investors with approved investments can readily obtain foreign exchange from a large number of designated banks. The remittance of capital invested in Taiwan is made according to a schedule submitted by the company to the FIC. Declared earnings, capital gains, dividends, royalties, management fees, and other returns on investments can be repatriated at any time. Capital movements arising from trade in merchandise and services, as well as from debt servicing, are not restricted. For purposes other than trade, no prior approval is required for movement of foreign currency funds without requiring any exchange between the NT dollar and the foreign currency. No prior approval is required if the cumulative amount of inward or outward remittances does not exceed the annual limit of US\$5 million for a person or US\$50 million for a corporation (including foreign-invested enterprises). No delay in remitting investment returns or principal through legal channels has been reported.

An outbound investment may not exceed 40% of the investing company's net worth or paid-in capital (whichever is less), unless the charter waived the 40% limit or unless such an investment project is approved by its shareholders. A local company is not required to obtain prior approval for overseas investments; however, such an approval exempts the company from the annual capital outflow limit of US\$50 million.

The Taiwan authorities have actively encouraged investment in Southeast Asian nations. Investments are also encouraged in a number of countries with which Taiwan has diplomatic relations, mainly in Central America. Incentives include loans and/or overseas investment insurance with the Export-Import Bank of ROC.

4.7.2 Expropriation and Compensation

Under Taiwan law no venture with 45% or more foreign investment can be nationalized for a period of 20 years after the venture is established. Expropriation can be justified only for national defense needs and “reasonable” compensation must be given. No foreign invested firm has ever been nationalized or expropriated in Taiwan. No examples of “creeping expropriation” or official actions tantamount to expropriation have been reported.

4.7.3 Dispute Settlement

Taiwan is not a member of the International Center for the Settlement of Investment Disputes or the New York Convention of 1958 on the recognition and enforcement of foreign arbitration awards. However, investment disputes are not common. Normally, Taiwan resolves disputes according to domestic laws and regulations.

Taiwan has comprehensive commercial laws, including Company Law, Commercial Registration Law, Business Registration Law, Commercial Accounting Law as well as laws for specific industries. Taiwan's Bankruptcy Law guarantees that all creditors have the right to share the assets of a bankrupt debtor on a proportional basis. Secured interests in property, both chattel and real, are recognized and enforced through a registration system.

Taiwan's court system is independent and free from interference by the Executive Branch. Judges are generally under-trained and over-worked. In response to complaint about slow pace of the judicial decision-making, the Taiwan authorities adopted measures in 2002 to closely monitor the judge's case processing, and delay would be subject to penalty. Simple courts have been set up to deal with minor cases that could be closed in a short time. Courts specializing in intellectual property rights (IPR) have been established to handle counterfeiting and illegal reproduction issues. Unfortunately, IPR courts are required to hear all types of cases, thus diluting their value. The judgments of foreign courts with jurisdictional authority are enforced in Taiwan by local courts on a reciprocal basis.

4.7.4 Performance Requirements and Incentives

The Taiwan authorities removed the last performance requirements on foreign-invested firms--specifically local content requirements for the auto industry--in January 2002 upon Taiwan's WTO accession. Like domestic firms, foreign invested-invested companies must be located in areas zoned for appropriate industrial or commercial use and are subject to restrictions on the number of foreign employees that can be hired. Tax credits and tax breaks are offered to encourage the introduction of new technology into Taiwan. Tax credits are also offered to encourage companies to locate in less-developed areas of Taiwan. Subsidies of up to one-half of total expenditures are offered for R&D programs. Taiwan does not require that firms transfer technology, locate in specified areas, or hire minimum of local employees as a prerequisite to obtaining investment permission.

Manufacturing firms located in export-processing zones and science-based industrial parks are, in principle, required to export all of their production in exchange for tariff-free treatment of production inputs. However, these firms may sell all of their production on the domestic market upon payment of relevant import duties.

4.7.5 Right to Private Ownership and Establishment

Private investors have the general right to establish and own business enterprises, except in a limited number of industries involving national security, environmental protection. Private entities have the right to freely acquire and dispose of interests in business enterprises. Private business firms have the same access as state-owned companies to markets, credit, licenses and supplies. Taiwan authorities have removed the state-owned monopolies in such areas as power generation, oil refining, and telecommunications.

4.7.6 Intellectual Property Risks

Taiwan acceded to the WTO on January 1, 2002. To meet the WTO's Trade-related Aspects of Intellectual Property Rights (TRIPS) requirements, Taiwan amended its IP-related laws and regulations including the Copyright Law, Trademark Act, and Patent Law. Also, in an effort to crackdown on massive CD pirating, Taiwan enacted the Optical Media Law in 2001. The law provided Taiwan authorities with a legal framework to manage CD manufacturing plants through licensing and the use of Source Identification (SID) codes in production. Offenders can receive prison terms up to three years and be fined up to NT\$6 million (US\$176,000).

Although Taiwan is moving toward improving protection of IPR, rights owners sometimes complain of slow progress in judicial cases and poor protection for trade dress properties, such as unregistered marks, packing configurations, and outward appearance features.

4.7.7 Transparency of the Regulatory System

Taiwan has a set of relatively comprehensive laws and regulations regarding taxes, labor, health and safety.

Bureaucratic procedures associated with investment applications are relatively few and transparent. The Industrial Development and Investment Center (IDIC) functions as the coordinator between investors and all agencies involved in the investment process. The Foreign Investment Commission (FIC) is charged with reviewing and approving inbound and outbound investments.

The entry-visa issuance procedures for foreign white-collar workers who work for foreign-invested companies are relatively simple. A foreign executive who enters Taiwan with a tourist visa is no longer required to leave the island before the tourist visa can be transferred to an employment visa. A foreign executive whose employment visa expires is not required to exit before the visa can be renewed.

4.7.8 Capital Market Risks

A wide variety of credit instruments, all allocated on market terms, are available to both domestic- and foreign-invested firms. Legal accounting systems are largely transparent and consistent with international standards. The regulatory system is generally fair. Foreign investors are no longer subject to the foreign ownership limit and the investment fund limit. In recent years, the Taiwan authorities have taken a number of steps to encourage the more efficient flow of financial resources and allocation of credit. The limit on NT dollar deposits that a branch of a foreign bank may take has been lifted. Non-residents have been permitted to open NT dollar bank accounts, which are subject to capital-flow controls. After its accession to the WTO in January 2002, Taiwan lifted restriction on residents' opening bank accounts overseas. Limits on branch banking have been lifted, although approval must be obtained to open new branches. Restrictions on capital flows relating to portfolio investment have been removed.

The insurance and securities industries have been liberalized and opened to foreign investment. Access to Taiwan's securities markets by foreign institutional investors has also been broadened.

Taiwan abolished the complicated regulatory system governing foreign portfolio investment in October 2003. In the past, only such approved “qualified foreign institutional investors” (QFIIs) as large banks, insurance companies, securities firms and mutual funds, were permitted to engage in portfolio investment. Since then, any foreign institutional investors have been allowed to enter Taiwan’s markets, and registration has replaced prior approval. The minimum asset requirement has been removed. They are subject to neither investment limit nor capital flow limit. However, on-shore foreign investors (like other residents) are still subject to portfolio investment limits of U.S. \$5 million for an individual foreign investor and US\$50 million for a non-QFII foreign company.

In December of 2002, Taiwan removed all legal limits on foreign ownership in companies listed on the Taiwan Stock Exchange (TAIEX) except for certain industries, including power distribution, telecommunications, mass media firms, and airline companies. There have been no reports of private or official efforts to restrict the participation of foreign-invested firms in industry standards-setting consortia or organizations.

Taiwan has a tightly regulated banking system. Since the mid-1980s, the financial sector as a whole has been steadily opening to private investment. Nevertheless, the market share held by foreign banks remains relatively small (below three percent). The establishment of many new securities firms, banks, and insurance companies, as well as holding companies spanning all three sectors, has underscored this liberalization trend and enhanced competition. Four large state-owned banks were privatized in early 1998, and another four sold to the private sector in 1999. The only reinsurance company was privatized in 2002.

4.7.9 Political Violence

Taiwan is a relatively young multi-party democracy with stable, tough, still evolving, democratic political institutions. There have been no reports of politically motivated damage to foreign investment. Both local and foreign companies have, however, been subject to protests and demonstrations relating to labor disputes and environmental issues.

4.7.10 Corruption

Taiwan has implemented laws, regulations, and penalties to combat corruption. The anti-corruption law, known as the “Corruption Punishment Statute,” and the “Criminal Code” contain specific provisions which establish penalties for corrupt activities. Anti-corruption efforts have reduced complaints of foreign businesses with operations in Taiwan. We are not aware of cases where bribes have been solicited in order to obtain approval for an investment. Bribes by local investors have rarely been heard. Both central and local governments are offering investors with very attractive incentives, including free rental for land in the first two years and a handsome discount in the subsequent years in light of massive industrial relocation across the Taiwan Straits. The Taiwan authorities encourage foreign investment and would take action against officials and individuals convicted of profiting illegally from foreign investors.

Corruption used to be pervasive in the area of government procurement in local-level construction tenders. The Government Procurement Act promulgated in 1998 and amended in February 2001, an element of Taiwan's accession to the WTO, has brought significant improvement over the past year. The Public Construction Commission (PCC) publishes all major government procurement projects that require open bidding, in accordance with the WTO transparency requirements. The PCC organizes inspection teams to closely monitor all public procurement projects both at the central and local levels. It also publishes results of bidding and results of the inspections. A task force has been organized to conduct investigations in response to complaints.

Attempting to bribe, or accepting a bribe from, Taiwan officials constitutes a criminal offense, punishable under the “Corruption Punishment Statute” and the “Criminal Code.” The Corruption Punishment Statute as amended in late 2002 treats payment of a bribe to a foreign official a criminal act and makes such a bribe subject to criminal prosecution. The maximum penalty for corruption is life imprisonment plus a maximum fine of three million NT dollars (US\$89,500). In addition, the offender may be barred from public office. The assets obtained from acts of corruption may be seized and turned over to either the injured parties or the Treasury.

4.7.11 Bilateral Investment Agreements

Taiwan has concluded bilateral investment guaranty agreements with the following 26 countries: Argentina, Belize, Burkina Faso, Costa Rica, Dominica, El Salvador, Guatemala, Honduras, India, Indonesia, Latvia, Liberia, Malaysia, Macedonia, the Marshall Islands, Nicaragua, Nigeria, Panama, Paraguay, the Philippines, Saudi Arabia, Senegal, Singapore, Swaziland, Thailand, and Vietnam. In addition, there is an agreement to guaranty Taiwan’s investment in Malawi and another agreement to protect U.S. investment in Taiwan.

Under the terms of the 1948 Friendship, Commerce, and Navigation Treaty with the United States, U.S. investors are generally accorded national treatment and are provided with a number of protections, including protection against expropriation. Taiwan and the United States also have an agreement, signed in 1952, pertaining to investment guarantees which serves as the basis for the U.S. Overseas Private Investment Corporation (OPIC) program in Taiwan. In September 1994, representatives of the United States and Taiwan signed a bilateral Trade and Investment Framework Agreement (TIFA) to serve as the basis for consultations on trade and investment issues.

4.7.12 OPIC and Other Investment Insurance

OPIC programs are available to U.S. investors, though U.S. investors have never filed an OPIC insurance claim for an investment in Taiwan. Taiwan is not a member of the Multilateral Investment Guaranty Agency.

4.7.13 Labor

Taiwan has an ample supply of well-educated and skilled labor. There are no special hiring practices in Taiwan. Wages typically include a one-month bonus at the end of the year. Fringe benefits often include meals, transportation, and dormitory housing. Dividend-sharing is common among high-tech industries. A standard labor insurance program is mandatory. The program provides maternity, retirement, and other benefits. A universal national health insurance system covers all employees and their family.

The Employment Insurance Law, enacted in 2002, provides a legal basis for unemployment relief programs. Alternatives to unemployment pay include the vocational training allowance for jobless persons and the employment subsidy for employers to encourage their employment of jobless persons. The Labor Standard Law (LSL) set a standard eight-hour workday and a biweekly maximum workload of 84 hours. Legislation adopted in late 2000 set a five-day workweek for the public sector, effective January 2001. The LSL restricts child labor, and also requires employers to provide overtime pay, severance pay, and retirement benefits. The LSL covers both the manufacturing and service sectors. Violators are liable to criminal penalties (jail terms) and administrative punishments (fines).

Labor unions have become more active and independent since martial law was lifted in 1987. Taiwan is not a member of the International Labor Organization but generally adheres to the ILO conventions for protection of workers’ rights.

4.7.14 Free Trade Zone Options

There are no foreign trade zones or free ports in Taiwan.

4.7.15 Foreign Direct Investment

Statistics on foreign direct investment in Taiwan are available from two sources. The Foreign Investment Commission (FIC) publishes monthly and yearly foreign investment approval statistics by industry and by country. The Central Bank of China (CBC) publishes foreign direct investment arrivals on a quarterly and yearly basis. CBC data, contained in balance-of-payments (BOP) statistics, are not further classified by industry or country.

The United States and Japan used to be the two main sources of Taiwan's foreign investment, but they were replaced by the tax havens in the British Territories in America (BTA), which harbor a growing number of multinational corporations (many originating in Taiwan). Approvals for U.S. investment from 1952 to 2003 totaled US\$13 billion, or 23% of total foreign investment. Of total U.S. investment, 37% was directed toward the electronics and electrical industries, and 33% toward the service sector. Approvals for Japanese investment amounted to US\$11.2 billion, or 20% of total foreign investment, of which 27% was in electronics and electrical industries and 33% in the service sector.

Approvals for investment from the BTA surged steadily from US\$76 million in 1994 to US\$1.2 billion in 1999 when the BTA surpassed the United States and Japan to become the largest source of foreign investment in Taiwan. Investment from the BTA during 1999-2003 accounted for 28% of total approved investments, compared to 20% from the United States and 14% from Japan. Twenty-seven percent of the investment from the BTA was directed towards the banking and insurance industries and another 21% to the electronic and electrical industries.

4.8 TRADE AND PROJECT FINANCING

4.8.1 The Banking System

The Central Bank performs all of the functions normally associated with central banks in other countries. It issues currency, manages foreign-exchange reserves, handles treasury receipts and disbursements, sets interest-rate policy, oversees the operations of local financial institutions, and serves as a lender of last resort.

Taiwan's 45 domestic banks offer a wide range of services – receiving deposits, making loans, handling trade financing and providing guarantees, and discounting bills and notes. Most are also involved in the securities business, in underwriting and trading securities and managing bond and debenture issues, as well as in providing savings-account facilities. The Chiao Tung Bank assists with long-term financing for industries and projects, while the Export-Import Bank of the Republic of China and the Farmers Bank focus on trade financing and agricultural development respectively.

Foreign banking institutions are playing an increasingly important role on the financial scene. Foreign banks are essentially treated like domestic commercial banks; they are permitted to engage in trade financing, foreign-exchange dealings, private and corporate lending, and various kinds of trust businesses. In order to build greater overall market presence, many foreign banking institutions are currently concentrating on the development of consumer loan and credit card services.

4.8.2 Foreign Exchange Control Risks

There are no foreign exchange (FX) limitations for trade, insurance and authorized investment transactions. Similarly, there are no FX limitations on repatriating capital and profits related to direct and portfolio investment, providing that such investment has been permitted or approved by the Taiwan authorities. There are no limitations on inward and outward remittances not involving any exchange between the NT dollar and the foreign currency. All other inward or outward remittances for business firms are subject to a US\$50 million annual ceiling per account if such remittances involve exchange between the NT dollar and the foreign currency. Individuals are allowed to remit a maximum of US\$5 million yearly to or from overseas if such remittance involves exchange between the NT dollar and the foreign currency.

4.8.3 Financing Availability

Importers are usually responsible for arranging their own financing. Assistance from the Taiwan authorities is, however, available in certain cases. The Republic of China Export-Import Bank, for instance, provides loans of up to 85 percent of the total contract value on sophisticated machinery and other high-technology items. Loans are also available for imports of natural resources, raw materials and spare parts. Such loans can be granted for equipment and materials employed in the manufacture of goods for export, as well as for those used in the production of sophisticated products or the development of advanced technologies.

4.8.4 Methods of Payment

Bank-to-bank Letters of Credit (L/C) constitutes Taiwan's most important import-payment process. Company-to-company payments are also made via the other two methods: open account (O/A) and documentary collections, such as documents against payment (D/P) and documents against acceptance (D/A). The AIT Commercial Section recommends that U.S. exporters minimize financial risk by requiring their Taiwan trading partners to finance their imports through L/Cs. A large majority of Taiwan's importers utilize L/Cs with validity of up to 180 days. On the whole, U.S. companies find Taiwan's financing system to be efficient and report no widespread pattern of deferred payment.

Banks authorized to handle foreign exchange may issue L/Cs. This includes all local banks (and their branch offices), 9 U.S. banks and their branches, and 27 third-country banks. All banks in Taiwan that are authorized to handle foreign exchange have extensive ties with one or more U.S. banks. This relationship includes test-key exchanges.

4.8.5 Financing Projects

Taiwan does not rely on money from multilateral institutions to facilitate investment projects. In the public sector, the Taiwan authorities rely heavily on bond issuance to cover the huge outlays connected with construction of major public works. Beginning in 1997, some major public projects were opened to private investment on a build-operate-transfer (BOT) basis. Private investment projects can easily be financed through banks on the island. Moreover, many Taiwan investors, especially large-sized companies, employ financial instruments (including corporate bonds) to raise funds in capital markets, both at home and abroad.

4.8.6 Supplier Credit Guarantee Program

The USDA Foreign Agricultural Service (FAS) has allocated up to \$50 million of credit guarantees for U.S. agricultural exports to Taiwan under the Supplier Credit Guarantee Program (SCGP). The SCGP covers a wide variety of U.S. agricultural, fishery, and forest products. For details of the operation of the SCGP, product coverage, and how a U.S. exporter can participate, please check under Export Financing on the FAS Web site – <http://www.fas.usda.gov/>.

4.8.7 Major Banks with Corresponding U.S. Banking Arrangements

- Bank of Taiwan
- The International Commercial Bank of China
- Chiao Tung Bank
- Export-Import Bank
- The Farmers Bank of China
- Taipei Bank
- Chang Hwa Commercial Bank
- First Commercial Bank
- Hua Nan Commercial Bank, LTD
- Chinatrust Commercial Bank
- Land Bank of Taiwan

4.8.8 U.S. Banks

American Express Bank Ltd.
 Senior VP & General Manager: Phee Boon Kang
 3F, 214 Tunhwa N. Rd., Taipei, Taiwan
 Tel: 886-2-2715-1581, Fax: 886-2-2714-9495
<http://www.amex.com.tw>

Citibank N.A.
 Country Head: T.C. Chen
 117, Min Sheng E. Rd., Sec. 3, Taipei, Taiwan
 Tel: 886-2-2715-5931, Fax: 886-2-2546-5029
<http://www.citibank.com>

JP Morgan Chase Bank
 General Manager: Carl K. Chien
 14F, 2, Tunhwa S. Rd., Sec. 1, Taipei, Taiwan
 Tel: 886-2-2721-3150, Fax: 886-2-2731-0264
<http://www.jpmorgan.chase.com>

State Street Bank & Trust Company
VP & General Manager: Jane Huang
5F, 134 Min Sheng E. Rd., Sec. 3, Taipei, Taiwan
Tel: 886-2-2712-6118, Fax: 886-2-2712-6119
<http://www.statestreet.com>

Union Bank of California, N.A.
VP & General Manager: James Lin
12F, 99 Fuhsing N. Rd., Taipei, Taiwan
Tel: 886-2-2718-8220, Fax: 886-2-2719-1097
<http://www.uboc.com>

Wachovia Bank, National Association
VP & General Manager: Gabriel E. Olano
17F, 44 Chungshan N. Rd., Sec. 2, Taipei, Taiwan
Tel: 886-2-2567-8511, Fax: 886-2-2567-8516
<http://www.wachovia.com>

Wells Fargo Bank Minnesota, N.A.
VP & General Manager: Terry Hou
Rm. D, 12F, 109 Min Sheng E. Rd., Sec. 3, Taipei, Taiwan
Tel: 886-2-2717-1577, Fax: 886-2-2719-0550
<http://www.wellsfargo.com>

Bank of America
Managing Director: Edwin Png
2F, 205 Tunhwa N. Rd., Taipei, Taiwan
Tel: 886-2-2715-4111, Fax: 886-2-2717-9898
<http://www.bankofamerica.com>

Bank of New York
General Manager: Louis T. Kung
4F, 245 Tunhwa S. Rd., Sec. 1, Taipei, Taiwan
Tel: 886-2-2771-6612, Fax: 886-2-2771-2640
<http://www.bankofny.com>

4.9 TRAVEL ISSUES

Taiwan has a low level of violent crime. Although visitors should take precautions to prevent violence, most streets of Taipei and other cities are generally safe at any hour. While violent crime is rare, Taiwan's pickpockets and thieves are extremely clever, so valuables should be properly secured. Taxi drivers, restaurateurs, store clerks and other service people are normally quite honest and often solicitous of the needs of the non-Chinese speaking foreign guest. The people of Taiwan are generally outgoing toward foreigners and often will go out of their way to assist visitors.

Taiwan law provides several different options for foreign visitors, the choice of which depends of the length and purpose of the visit.

- U.S. citizens and citizens of 17 other nations may visit Taiwan for up to thirty days without a pre-arranged visa, provided they have a passport valid for at least six months after the proposed date of departure and an

onward/return plane ticket off the island with reservations. No extensions of stay are permitted under this program.

- A traveler may apply for a Landing Visa upon arrival and may be admitted for up to 30 days or up to the day the passport expires. No extension of stay is allowed.
- A Visitor Visa may be obtained at a Taiwan representative office abroad. It is usually valid for five years, allows multiple entries for stays of up to ninety days. A single ninety-day extension (for a total of one hundred eighty days) may be granted by the Taiwan Foreign Affairs Police. A visitor visa is appropriate for tourism, business, or study. In order to work in Taiwan, a traveler must have a work permit and a resident visa.
- Resident Visas are normally issued if the applicant has a valid work permit or is married to a Taiwan national. Note, however, that a Resident Visa does NOT automatically convey permission to work in Taiwan. For that a separate work permit is required. When applying for Resident Visas, applicants must submit supporting documents or official letters of approval from a competent authority in Taiwan, together with completed application forms. Normally, foreign nationals make application through their domestic Taiwan agents, representatives or affiliates of their firms.

For additional details about Taiwan visas, including current fees, you should visit the Web site www.boca.gov.tw or www.AIT.org.tw.

4.9.1 Local Business Practices

Formal business introductions in Taiwan are not complete without an exchange of business cards. It is advisable for foreign visitors to have their cards printed in both English and Chinese. There are numerous printers in Taiwan specializing in printing these indispensable business aids. They offer accurate, low-cost service, with card orders normally being filled within days. Since cards are required on nearly every business occasion, it is a good idea to carry a sizable number of them at all times.

The New Taiwan Dollar (NT\$) is the official currency. It is circulated in one-, five-, ten-, twenty- and fifty-dollar coins, and one-hundred, two-hundred, five-hundred, one-thousand, and two-thousand dollar notes. Since the relaxation of foreign currency controls in 1987, exchange between foreign currency and the NT\$ has become relatively free, although it is still limited to authorized banks and dealers.

Up to NT\$60,000 and US\$10,000 can be brought into Taiwan by a foreign visitor. Over the amounts should, however, be declared on the customs slip that must be filled-out upon entering the island. Foreign currency can be exchanged at the airport, as well as at authorized banks, hotels and shops. In addition, internationally recognized credit cards are accepted in many hotels, restaurants and shops. The use of automatic-teller machines is very popular on the island. It should be noted that a surcharge is sometimes added when payment is made by credit card.

In most instances, tipping is not necessary. A 10-percent service charge is usually added to restaurant and hotel bills, eliminating the need for gratuities in such situations. It is, however, relatively common to leave the change when a bill is paid.

Porters at hotels and airports customarily receive tips for their services. Approximately NT\$50 - NT\$100 per item of luggage is acceptable. It is not necessary to tip in taxis unless assistance with luggage is rendered, but most drivers do appreciate being allowed to keep small change.

4.9.2 Local Holidays Observed

There are four holidays and four festivals in Taiwan. Dates for the four festivals -- Chinese Lunar New Year Day, Tomb-Sweeping Day, Dragon Boat Festival, and Mid-Autumn (Moon) Festival -- change with the lunar calendar.

4.9.3 Business Infrastructure

Transportation

Taiwan has two international airports: Chiang Kai-shek (CKS) airport in Taoyuan (about 40km from Taipei City), and Hsiao-Kang airport in Kaohsiung in the south. CKS airport is the primary gateway to the island. It generally takes about one hour to travel from CKS airport to Taipei City. Airport buses to Taipei depart from the airport every 15 minutes, and tickets cost about NT\$100-140 per person. Buses from the airport to Hsinchu, Taichung, Changhua, Tainan and Kaohsiung are also available. Taxis are available at the airport. A 50 percent surcharge is added to the meter fare. The total cost of a taxi ride from the airport to Taipei is about NT\$1,000-1,200. Many large hotels offer car or mini-bus services from the airport to Taipei. It is, however, necessary to arrange such services when making hotel reservations. The Kaohsiung airport offers regular flights to major destinations in the region. There are also several domestic airports and domestic airlines that provide fast and convenient connecting flights between Taiwan's larger cities, as well as its outlying islands.

Taiwan also has five international seaports with modern facilities: Keelung in the north, Taichung in the west, Kaohsiung in the south, and Susao and Hualien in the east. The Kaohsiung Harbor is the world's fourth largest container transshipment port.

Taxis are widely available in Taipei and other major cities. For most cities, a meter is used to calculate the fare. The basic charge is NT\$70 for the first 1.5 kilometers, with an additional NT\$5 for every additional 300 meters. In addition, there is an NT\$5 charge for every two minutes for waiting, and a 20 percent nighttime surcharge is added to fares between 11 pm and 6 am. Several taxi services that can be booked over the telephone are also in operation. A surcharge of NT\$10 is applicable on such calls. These services are generally considered safer and more reliable than individual taxis. All taxis have a surcharge of NT\$10 for luggage service, and there is a surcharge of 20 percent in effect for two days before the eve of the Chinese New Year until the end of that holiday period. Since most taxi drivers cannot speak English, the visitor should always carry Chinese-language versions of both his hotel name card and that of his desired destination.

Taipei boasts six Mass Rapid Transit (MRT) lines - the Danshui Xindian, Zhonghe, Bannan, Muzha, Xinbeitou and Xiaonanmen - in operation with a combined track length of 65.3 kilometers. Fares of NT\$20 - NT\$65 are charged for a full-route ride on the six lines. The six lines form a transportation network connecting downtown Taipei with the suburban areas of Muzha, Danshui, Xindian, Tucheng and Nangang.

Bus services in major cities are extensive, but can be incomprehensible to the foreign visitor. A comprehensive long-distance bus system, run by Dragon Travel Corp., Fly Dog Bus Corp., Taiwan Motor Transport Corp., and United Highway Bus Corp., enables people to travel virtually anywhere on the island quickly, comfortably and at reasonable cost. The Taiwan Railway Administration operates an extensive rail network that is more than 1,000 kilometers in length.

Language

Mandarin is the official language on the island. Taiwanese is also commonly spoken, especially in the southern and rural areas. English is by far the most popular foreign language, and large numbers of people speak it with fluency. In particular, those working in hotels, business, or public organizations are likely to have a good command of the

language. Moreover, many people, especially those educated before the Second World War, can also speak Japanese.

Communications

In general, Taiwan's telecommunications systems are both efficient and convenient. Cities in Taiwan are equipped with red public pay phones that can be used for both local calls and domestic long-distance calls. Phone-card telephones are available in major cities. Prepaid cards for these phones can be purchased from convenience stores. Cellular phones are very popular, with many operators offering preferential rates or packages. The Global System for Mobile Communications (GSM) has been the standard for cellular phone service. Facsimile is widely used everywhere in Taiwan. Most major hotels and business service centers offer facsimile and electronic mail services. Data communications services are available. Many networking companies also provide Internet services to meet growing domestic demand.

Postal Service

Taiwan has an efficient postal system. Surface mail is normally delivered to any part of the island within one or two days, and a special delivery service that features delivery in six to eight hours is also available.

International Courier Services

In addition to the vast range of Taiwan authority postal services available in Taiwan, most of the leading international courier services have set up operations on the island, offering delivery to and from most countries around the world. More detailed information concerning these firms can be obtained by consulting the telephone directory or one of the many privately published business directories available on the island.

Accommodations and Housing

Taiwan has a large number of international- and domestic-standard hotels, hostels and inns. For those who plan to stay in Taiwan on a long-term basis, a wide selection of apartments and houses is available. Rental costs vary considerably, depending on location and size. Typically, rent in and around Taipei is far higher than in other areas. Landlords frequently require deposits of up to three months' rent, and tenants are usually responsible for utilities.

Health Information

As is true of many other tropical and sub-tropical areas, tap water in Taiwan should be boiled before drinking, although water quality is certainly improving in the major cities. Hotels and restaurants do provide drinking water, and bottled mineral water is widely available. Visitors should also take special care to wash all fruits and vegetables before eating and avoid eating in any of the island's countless street stalls, for at least the first few weeks.

There are several international-standard private and public hospitals and clinics. Taiwan also offers high-quality dental care, with most clinics being privately operated. The majority of doctors and dentists in Taiwan speak English well. Qualified foreign nationals with alien resident certificates and their family members can apply for coverage under the National Health Insurance Program (NHIP).

Many western brand-name pharmaceuticals are sold in Taiwan, often without prescription. In addition, a wide range of foreign and domestic over-the-counter non-prescription drugs is available. Visitors should, however, bring sufficient supplies of any specific medications that they might require. Emergency medical treatment can be obtained by dialing 119.

Food

Chinese cuisine ranks among the best in the world, and there is no better place to sample it in all its infinite variety than in Taiwan. In countless large and small restaurants, one can find specialties from almost every region. Major regional styles include the Peking, Cantonese, Shanghai, Szechwan, and Hunan cuisines. The local Taiwan cuisine and traditional Buddhist vegetarian restaurants are also well represented.

Western food is gaining in popularity, as can be seen from the many western-style restaurants and foreign fast food chains that have set up branches in Taiwan's large cities in recent years. Visitors will find everything from hamburgers, pizza and steaks, to the finest European cuisine.

Establishments serving other Asian cuisines can also be found in growing numbers in Taipei. Indian, Malaysian, Korean, Vietnamese, Thai and Japanese foods are all big favorites with the city's residents, with the latter two being particularly popular.

Foreign visitors should not overlook the fragrant teas for which Taiwan is famous. These teas can either be purchased in attractive packages for use at home or sampled in one of the island's many traditional Chinese-style teahouses.

U.S. Business Travelers are encouraged to view "Key Officers of Foreign Service Posts: Guide for Business Representatives", available on the Internet at <http://www.state.gov/travel>.

Business travelers to Taiwan seeking appointments with The American Institute in Taiwan should contact the Commercial Section in advance. The Commercial Section can be reached by telephone at 886-2-2720-1550, fax at 886-2-2757-7162 or by e-mail at Taipei.Office.Box@mail.doc.gov.

4.10 ECONOMIC AND TRADE STATISTICS

Country Data

Population	22.5 million (12/31/03)
Population Growth	0.57 percent
Religions	Buddhism, Confucianism, Taoism, Christianity
Political System	Democracy
Languages	Mandarin (official), Taiwanese, Hakka. (Frequent use of English and Japanese in business settings.)
Work Week	Monday - Friday (Effective January 1, 2001, a five-day work week was adopted for public employees, and the biweekly work time for private companies was reduced from 96 hours to 84 hours.)

Domestic Economy

(U.S.\$ billions, except where noted)

	2002	2003	2004 (e)	2005(f)
GDP (current)	281.9	286.2	308.2	333.8
GDP Growth Rate (percent)	3.59	3.24	5.41	4.43
GDP Per Capita (US\$)	12,588	12,726	13,652	14,740
Public Spending as Percent of GDP	24.3	23.8	22.8	21.0
Inflation (percent)	-0.2	-0.28	0.83	1.50
Unemployment (percent)	5.17	4.99	4.50	4.50
Foreign Exchange Reserves	161.6	206.6	258.0	300.0
Average Exchange Rate For USD 1.00	34.58	34.41	33.29	32.34
Debt Service Ratio (Ratio of principal & interest on foreign debt to foreign income)	1.5 - 2.5%	1.5 - 2.5%	1.5 - 2.5%	1.5-2.5%

Sources:

1. Directorate General of Budget, Accounting and Statistics
2. Central Bank of China
3. Chunghua Institution for Economic Research
4. AIT/T

Trade Statistics

(U.S.\$ billions, except where noted)

	2002	2003	2004 (e)	2005 (f)
Total Economy Exports (fob)	130.6	144.2	168.6	176.8
Total Economy Imports (cif)	112.5	127.2	156.7	167.0
Trade Balance	18.1	16.9	11.9	9.8
US Exports to Taiwan (cif)	18.4	17.5	22.0	25.3
US Imports from Taiwan (fob)	32.1	31.6	32.5	33.54
Trade Balance with the US	-13.7	-14.1	-10.5	8.2

Sources:

1. Ministry of Finance
2. Directorate General of Budget, Accounting and Statistics
3. Taiwan Institute of Economic Research
4. AIT/T

4.10.1 Investment Statistics

Foreign Investment Approvals by Year and by Area, 1952-2001

(US\$ million)

Year	U.S.A	Japan	Central America	Europe	Hong Kong	Others	Total
1952-89	3,067	2,983	341	1,312	1,198	2,049	10,950
1990	581	839	66	283	236	297	2,302
1991	612	535	60	165	129	277	1,778
1992	220	421	37	165	213	405	1,461
1993	235	278	38	214	169	279	1,213
1994	327	396	76	245	251	336	1,631
1995	1,304	573	151	338	147	412	2,925
1996	489	546	417	198	267	544	2,461
1997	491	854	659	401	237	1,625	4,267
1998	952	540	711	367	274	895	3,739
1999	1,145	514	1,216	462	161	733	4,231
2000	1,329	733	2,300	1,000	271	1,775	7,608
2001	940	685	1,397	1,182	145	780	5,129
2002	600	609	803	609	66	585	3,272
2003	687	726	919	635	44	565	3,575
1952-03	12,980	11,231	9,191	7,776	3,807	11,557	56,542

Source: Foreign Investment Commission

Foreign Investment Approvals by Industry and Area, 1952-2003

(US\$ million)

Industry	U.S.A	Japan	Central America	Europe	Hong Kong	Others	Total
Total	12,980	11,231	9,191	7,776	3,807	11,557	56,542
Electronics & Electrical	4,848	3,046	11,926	1,469	627	11,651	13,203
Banking & Insurance	2,058	398	2,468	1,877	676	2,429	9,906
Services	909	1,434	1,414	863	502	1,521	6,643
Chemicals	1,485	815	292	1,078	278	384	4,332
Wholesale & Retail	789	813	780	800	152	697	4,031
Trade	524	869	214	326	313	482	2,728
Basic Metals & Products	348	781	177	129	128	926	2,489
Machinery	338	835	226	164	117	293	1,973
Food & Beverage	254	260	80	245	127	393	1,365
Transportation	75	68	14	75	139	732	1,103
Transport Equipment	89	522	82	64	987	67	921
Non-Metallic Minerals	245	253	40	90	81	165	874
Other	1,382	1,131	1,478	596	570	1,817	6,974

Source: Foreign Investment Commission

Outward Investment Approvals by Year and by Area, 1952-2003

(US\$ million)

Year	China	Central America	U.S.A.	ASEAN	Others	Total
1952-89	N.A.	76	865	429	155	1,525
1990	N.A.	170	429	567	386	1,552
1991	174	268	298	720	370	1,830
1992	247	239	193	309	146	1,134
1993	1,140 (2,028)	194	529	434	504	2,801 (2,028)
1994	962	569	144	398	506	2,579
1995	1,093	370	248	326	413	2,450
1996	1,229	809	271	587	498	3,394
1997	1,615 (2,720)	1,051	547	641	655	4,509 (2,720)
1998	1,519 (515)	1,838	599	478	381	4,815 (515)
1999	1,253	1,359	445	522	943	4,522
2000	2,067	2,248	862	389	2,118	7,684
2001	2,784	1,693	1,093	523	1,083	7,176
2002	3,859 (2,864)	1,575	578	211	1,006	7,229 (2,864)
2003	4,595 (3,104)	1,997	467	298	1,206	8,563 (3,104)
1952-2003	34,309	14,456	7,568	6,832	9,830	72,995

Source: Foreign Investment Commission

Note: Figures in parentheses refer to investments made prior to the specific year but not previously registered.

Outward Investment Approvals by Industry and by Area, 1952-2003

(US\$ million)

Industry	China	Central America	U.S.A.	ASEAN	Others	Total
Total	34,309	14,456	7,568	6,832	9,830	72,995
Electronics & Electrical	11,000	384	2,401	2,134	1,934	17,853
Banking & Insurance	340	11,266	1,166	719	3,796	17,287
Services	1,164	1,042	1,086	183	623	4,098
Chemicals	2,350	62	1,055	508	338	4,313
Basic Metals & Products	2,963	76	50	632	226	3,947
Trade	290	928	236	68	735	2,249
Plastic Products	2,308	20	7	50	27	2,412
Food & Beverage	1,844	2	162	252	98	2,358
Precision Instrument	1,894	42	81	43	63	2,123
Wholesale & Retail	615	301	699	201	340	2,156
Textiles	1,299	18	40	617	179	2,152
Non-metallic Minerals	1,723	-	7	388	31	2,149
Others	6,520	323	578	1,037	1,440	9,898

Source: Foreign Investment Commission

Technical Cooperation Projects by Year and by Area, 1952-1995

(Unit: Number of projects)

Year	Japan	U.S.A.	Europe	Others	Total
1952-1989	1,996	728	412	103	3,221
1990	106	54	30	10	200
1991	80	65	33	8	186
1992	193	50	19	10	175
1993	85	50	34	12	181
1994	70	39	24	6	139
1995	50	29	10	5	94
1952-95	2,483	1,015	562	136	4,196

Source: Foreign Investment Commission

Notes: Taiwan ceased to compile statistics on technical cooperation with foreign companies in 1996. Businesses have not been required to report technical cooperation projects to the FIC since the Statute for Technical Cooperation was abolished.

Technical Cooperation Projects by Industry and by Area, 1952-1995

(Unit: Number of projects)

Industry	Japan	U.S.A.	Europe	Others	Total
Total	2,483	1,015	562	136	4,196
Electronics & Electrical	708	416	106	16	1,246
Chemicals	416	203	160	28	807
Machinery	368	68	97	9	542
Basic Metals & Products	329	55	53	6	443
Other Services	111	106	27	42	286
Rubber Products	131	32	21	4	188
Non-metallic Minerals	97	22	24	2	145
Food & Beverage	80	38	13	9	140
Textiles	47	21	8	2	78
Construction	38	5	10	4	57
Garment & Footwear	18	14	4	3	39
Paper Products & Printing	19	13	4	-	36
Transport Equipment	20	2	8	1	31
Other	101	20	27	10	149

Source: Foreign Investment Commission

Selected Major U.S. Investors in Taiwan

US Investors/Local Investments	Major Products
NRG Energy/ Hsin Yu Energy Co.	Power generation
Amkor Technology Ltd./ Amkor Technology Taiwan (Lungtan)/ Amkor Technology Taiwan (Linkou)	IC Packaging
AIG/Yageo Corp.	Electronic Components
Far East Air Transport Corp.	Airlines
Nan Shan Life Insurance Co.	Insurance
Citicorp/ Fubon Life Insurance Co.	Finance
Pruco Insurance Group/ Masterlink Securities Co.	Securities
Corning Inc./ Corning Glass Taiwan Co., Ltd.	Mother glass for TFT/LCD
GTE-Verizon/ Taiwan Fixed-line Net Work Telecom Taiwan Cellular Corp.	Wire and cellular phone services
Carlyle Group/ Taiwan Broadband Co.	Cable TV
Ensite Limited (Ford Motor)/ Ford Lio Ho Motor Co.	Autos
Texas Instruments Inc./ Texas Instruments Taiwan Ltd.	Semiconductors
AMOCO Chemical Corp./ China American Petrochemical Co.	Petrochemicals
E.I. Dupont De Nemours/ Dupont Taiwan Ltd.	Industrial, electronic, agricultural goods
IBM Corp./ IBM Taiwan Ltd.	Computers: sales and services
AETNA Life Insurance Co./ AETNA Taiwan Branch	Insurance
AT&T Inc./ AT&T Taiwan Inc.	Communications services
View Sonic Co./Taiwan PCS Network Inc.	Mobile phone services
Warner Village Cinema Co./ Warner Village Cinema (Taiwan) Co.	Movie theater and entertainment facilities
United Parcel Service International Inc. (UPS)/ UPS, Taiwan Branch	World wide express services
Intel Inc./ Intex Co.	ADSL chipset/Innovation center
Applied Materials Ltd./ Applied Materials Taiwan Ltd.	Semiconductor mfg. Equipment
Broadcom Co./Broadcom Taiwan Co.	Network Soc R&D center

Selected Major Japanese Investments in Taiwan

Japanese Investors/Local Investments	Major Products
Toppan Printing Co./ Toppan Electronics (Taiwan) Co./ Toppan CFI (Taiwan) Co.	Color filters
Nippon Sheet Glass Co./ Taiwan Auto Glass Ind. Co./ Nippon Sheet Glass (Taiwan) Co.	Auto glass, mother glass
Asahi Glass Co. (AGC)/ Asahi Glass (Taiwan) Co.	Mother glass
NTT DoCoMo/ Far Eastone Telecommunications	Phone services
Taiwan Sinkansen Corp./ Taiwan High Speed Rail Corp.	Railway
Sharp Corp./ Quanta Display Co.	TFT-LCD
Nissan Motor/ Yulon Motor	Autos
Toyota Motor/ Kuozui Motor	Autos
Matsushita Electronic Co./ Matsushita Electronic (Taiwan) Co., Ltd.	Electrical appliances
Hitachi Co./ Taiwan Hitachi Co., Ltd./ Kaohsiung Hitachi Electronics Co., Ltd.	Electrical appliances and components
Yamaha Motor Co., Ltd./ Yamaha Motor Taiwan Co., Ltd.	Motorcycles
Sankyo Co./ Sankyo Co. Taipei	Pharmaceuticals
Idemitsu Co./ Shinkong Idemitsu Corp.	Petrochemicals
Mitsui Co./ Mitsui (Taiwan)	Trading
Takashimaya Co./ Ta-ya Takashimaya Dept. Store	Department store
Sumitomo Co./ Sumitomo (Taiwan)	Trading
Toshiba Co./ Toshiba Compressor (Taiwan)	Compressors
Sadagawa Steel Co./ Sheng Yu Steel Co.	Steel
Shin-Etsu Handotai Co./ Shi-Etsu Handotai Taiwan Co.	Semiconductors
Komatsu Co./ Formosa Komatsu Silicon Co.	Silicon wafers
Fujitsu Hitachi Plasma Display Co./Formosa Komatsu Display Co.	PDP
Mitsui Mining & Smelting C./Taiwan Copper Foil Co.	Copper foil
Kirin Brewery Co./Taiwan Kirin Co.	Beer sales
Stanley Electronic/Taiwan Stanley Electronic Co.	CCFC
Nitto Denko Corp./Nitto Denko Taiwan Ltd.	Polarizer

Selected Major European Investments in Taiwan

European Investors/Local Investments	Major Products
Sabersu Investments Co./Cerberus Asset Management Co.	Assets Management Business
Goldman Sachs/Goldman Sachs, Taipei Branch	Securities, underwriting
Deutsche Telecom/ Eastern Broadband Telecom	Telecommunications services
Volkswagen Ag/ Ching Chung Motor Co.	Autos
Dresdner Bank Ag/ Grand Cathay Securities	Securities
Imperial Chemical Inc./ICI Taiwan Ltd.	Chemicals
N.V. Philips/ Philips Electronics (Taiwan)	Electronics
Alcatel Co./ Alcatel Taisel Co.	Switch boards
Internallianz Bank, Zurich/Kwang Hwa Securities	Securities
Horwood Investment/ Chi Mei Industry Co.	Petrochemicals
H.S. Development & Finance/ ChinaTrust Commercial Bank	Banking services
Infineon Technologies Inc/Promos Technologies Inc. Inotera Co.	DRAMs
Siemens Telecommunications Systems Ltd.	Switch systems & phone equipment
Isenbourg-gsp, Lda/ RT-Mart International Ltd.	Shopping Malls
Unaxis Co./Unaxis Taiwan Co.	TFT manufacturing equipment
Merk Co./Merck Taiwan Co.	Liquid crystal

4.11 CONTACTS

4.11.1 U.S. Trade-Related Contacts

American Institute in Taiwan (AIT)
 Commercial Section
 Chief: Greg Loose
 Suite 3207, 333 Keelung Rd., Sec. 1, Taipei, Taiwan
 Tel: 886-2-2720-1550 ext. 382, Fax: 886-2-2757-7162
 Website: <http://www.buyusa.gov/taiwan/en>

Agriculture Trade Office
 Director: Hoa Huynh
 Suite 704, 7Fl., 136 Jen Ai Rd., Sec. 3, Taipei, Taiwan
 Tel: 886-2-2705-6536 ext. 287, Fax: 886-2-2706-4885
 Website: <http://ait.org.tw>

Agriculture Section
 Chief: Scott Sindelar
 7, Lane 134, Hsin Yi Rd., Sec. 3, Taipei, Taiwan
 Tel: 886-2-2162-2000 ext. 2317, Fax: 886-2-2162-2238
 Website: <http://ait.org.tw>

Economic Section
Chief: Daniel Moore
7, Lane 134, Hsin Yi Rd., Sec. 3, Taipei, Taiwan
Tel: 886-2-2162-2000 ext. 2374, Fax: 886-2-2162-2240
Website: <http://ait.org.tw>

4.11.2 Washington, D.C.-Based Country Contacts

AIT/Washington
Trade and Commercial Programs
Director: Rick Ruzicka
Suite 1700, 1700 N. Moore Street
Arlington, VA 22209
Tel: 703-525-8474, Fax: 703-841-1385

U.S. Department of Commerce
Korea and Taiwan Division Director: Mary Beth Morgan
Room 2319, 14th and Constitution Ave. NW
Washington, D.C. 20230
Tel: 202-482-3876, Fax: 202-482-3316
Website: <http://www.doc.gov>

U.S. Department of Commerce
US & Foreign Commercial Service, East Asia Pacific
Regional Director: Ann Bacher
Room 1227, 14th and Constitution Ave. NW
Washington, D.C. 20230
Tel: 202-482-0423, Fax: 202-501-6165
Website: <http://www.doc.gov>

U.S. Department of Commerce
Trade Information Center
Room 7424, 14th and Constitution Ave. NW
Washington, D.C. 20230
Tel: 1-800-USA-TRADE
Website: <http://www.doc.gov>

U.S. Department of Agriculture
Foreign Agricultural Service
Trade Assistance and Promotion Office
South Building, 14th and Independence Ave. SW
Washington, D.C. 20250
Tel: 202-720-7420
Website: <http://www.fas.usda.gov>

4.11.3 AmCham and Bilateral Business Councils

US-Taiwan Business Council
President: Rupert J. Hammond-Chambers
Suite 1703, 1700 North Moore Street
Arlington, Virginia 22209
Tel: 703-465-2930, Fax: 703-465-2937
Website: **www.us-taiwan.org**

American Chamber of Commerce in Taipei
President: Andrea Wu
Suite 1012, Chia Hsin Building Annex
96 Chung Shan N. Rd., Sec 2, Taipei, Taiwan
Tel: 886-2-2581-7089, Fax: 886-2-2542-3376
Website: **www.amcham.com.tw**

Taiwan External Trade Development Council
4-7F, 333 Keelung Rd., Sec. 1, Taipei, Taiwan
Tel: 886-2-2725-5200, Fax: 886-2-2757-6653
Website: **<http://www.taiwantrade.com.tw>**

4.11.4 Trade and Industry Associations

Chinese National Association of Industry & Commerce
Chairman: Theodore M.H. Huang
13F, 390 Fuhsing S. Rd., Sec. 1, Taipei, Taiwan
Tel: 886-2-2707-0111, Fax: 886-2-2707-0977
Website: **<http://www.cnaic.org>**

Chinese National Federation of Industries
Chairman: Hou Chen Hsiung
12F, 390 Fuhsing S. Rd., Sec. 1, Taipei, Taiwan
Tel: 886-2-2703-3500, Fax: 886-2-2705-8317
Website: **<http://www.industry.net.tw>**

4.11.5 Public Agencies

Ministry of Economic Affairs (MOEA)
Minister: Mei-Yueh Ho
15 Foochow St., Taipei, Taiwan
Tel: 886-2-2321-9273, Fax: 886-2-2391-9398
Website: **www.moea.gov.tw**

Ministry of Finance (MOF)
Minister: Chuan Lin
2 Aikuo W. Rd., Taipei, Taiwan
Tel: 886-2-2322-8006, Fax: 886-2-2356-8774
Website: **www.mof.gov.tw**

Board of Foreign Trade (BOFT), MOEA
 Director General: Chih-Peng Huang
 1 Hukou St., Taipei, Taiwan
 Tel: 886-2-2351-0271, Fax: 886-2-2351-3603
 Website: **www.trade.gov.tw**

Ministry of Transportation and Communications (MOTC)
 Minister: Ling-San Lin
 2 Changsha St., Sec. 1, Taipei, Taiwan
 Tel: 886-2-2349-2900, Fax: 886-2-2389-6009
 Website: **www.motc.gov.tw**

Directorate General of Telecommunications, MOTC
 Director General: Jen-Ter Chien
 16 Chi-Nan Rd., Taipei, Taiwan
 Tel: 886-2-2343-3959, Fax: 886-2-2343-3772
 Website: **www.dgt.gov.tw**

Council of Agriculture (COA), Executive Yuan
 Chairman: Chin-Lung Lee
 37 Nanhai Rd., Taipei, Taiwan
 Tel: 886-2-2312-6000, Fax: 886-2-2361-4397
 Website: **www.coa.gov.tw**

Council for Economic Planning and Development (CEPD)
 Chairman: Sheng-Cheng Hu
 3, Paoching Rd., Taipei, Taiwan
 Tel: 886-2-2316-5306, Fax: 886-2-2370-0403
 Website: **www.cepd.gov.tw**

Department of Health (DOH), Executive Yuan
 Minister: Chien-Jen Chen
 100 Aikuo E. Rd., Taipei, Taiwan
 Tel: 886-2-2396-7166, Fax: 886-2-2341-8994
 Website: **www.doh.gov.tw**

Environmental Protection Administration (EPA), Executive Yuan
 Minister: Juu-En Chang
 41 Chunghwa Rd., Sec. 1, Taipei, Taiwan
 Tel: 886-2-2311-7722; Fax: 886-2-2311-6071
 Website: **www.epa.gov.tw**

4.11.6 Other U.S. Government Contact Numbers

U.S. Department of State
 Office of Business Affairs
 2201 C Street N.W.
 Washington, D.C. 20520
 Tel: 202-647-1625, Fax: 202-647-3953

Overseas Private Investment Corporation
1100 New York Avenue, N.W.
Washington, D.C. 20527
Tel: 202-336-8400

5 DISCLAIMERS, WARRANTIES, AND USER AGREEMENT PROVISIONS

5.1 DISCLAIMERS & SAFE HARBOR

Summary Disclaimer. This publication ("Report") does not constitute legal, valuation, tax, or financial consulting advice. Nor is it a statement on the performance, management capability or future potential (good or bad) of the company(ies), industry(ies), product(s), region(s), city(ies) or country(ies) discussed. It is offered as an information service to clients, associates, and academicians. Those interested in specific guidance for legal, strategic, and/or financial or accounting matters should seek competent professional assistance from their own advisors.

Information was furnished to Icon Group International, Inc. ("Icon Group"), and its subsidiaries (Icon Group International, Inc.), by its internal researchers and/or extracted from public filings, or sources available within the public domain, including other information providers (e.g. EDGAR filings, national organizations and international organizations). Icon Group does not promise or warrant that we will obtain information from any particular independent source. Published regularly by Icon Group, this and similar reports provide analysis on cities, countries, industries, and/or foreign and domestic companies which may or may not be publicly traded. Icon Group reports are used by various companies and persons including consulting firms, investment officers, pension fund managers, registered representatives, and other financial service professionals. Any commentary, observations or discussion by Icon Group about a country, city, region, industry or company does not constitute a recommendation to buy or sell company shares or make investment decisions. Further, the financial condition or outlook for each industry, city, country, or company may change after the date of the publication, and Icon Group does not warrant, promise or represent that it will provide report users with notice of that change, nor will Icon Group promise updates on the information presented.

Safe Harbor for Forward-Looking Statements. Icon Group reports, including the present report, make numerous forward-looking statements which should be treated as such. Forward-looking statements are made pursuant to the safe harbor provisions of the Private Securities Reform Act of 1995, and similar local laws. Forward-looking statements involve known and unknown risks and uncertainties, which may cause a company's, city's, country's or industry's actual results or outlook in future periods to differ materially from those forecasted. These risks and uncertainties include, among other things, product price volatility, exchange rate volatility, regulation volatility, product demand volatility, data inaccuracies, computer- or software-generated calculation inaccuracies, market competition, changes in management style, changes in corporate strategy, and risks inherent in international and corporate operations. Forward-looking statements can be identified in statements by the fact that they do not relate strictly to historical or current facts. They use words such as "anticipate," "estimate," "expect," "project," "intend," "plan," "feel," "think," "hear," "guess," "forecast," "believe," and other words and terms of similar meaning in connection with any discussion of future operating, economic or financial performance. This equally applies to all statements relating to an industry, city, country, region, economic variable, or company financial situation. Icon Group recommends that the reader follow the advice of Nancy M. Smith, Director of SEC's Office of Investor Education and Assistance, who has been quoted to say, "Never, ever, make an investment based solely on what you read in an online newsletter or Internet bulletin board, especially if the investment involves a small, thinly-traded company that isn't well known ... Assume that the information about these companies is not trustworthy unless you can prove otherwise through your own independent research." Similar recommendations apply to decisions relating to industry studies, product category studies, corporate strategies discussions and country evaluations. In the case of Icon Group reports, many factors can affect the actual outcome of the period discussed, including exchange rate volatility, changes in accounting standards, the lack of oversight or comparability in accounting standards, changes in economic conditions, changes in competition, changes in the global economy, changes in source data quality, changes in reported data quality, changes in methodology and similar factors.

Information Accuracy. Although the statements in this report are derived from or based upon various information sources and/or econometric models that Icon Group believes to be reliable, we do not guarantee their accuracy, reliability, quality, and any such information, or resulting analyses, may be incomplete, rounded, inaccurate or condensed. All estimates included in this report are subject to change without notice. This report is for informational purposes only and is not intended as a recommendation to invest in a city, country, industry or product area, or an offer or solicitation with respect to the purchase or sale of a security, stock, or financial instrument. This report does not take into account the investment

objectives, financial situation or particular needs of any particular person or legal entity. With respect to any specific company, city, country, region, or industry that might be discussed in this report, investors should obtain individual financial advice based on their own particular circumstances before making an investment decision on the basis of the information in this report. Investing in either U.S. or non-U.S. securities or markets entails inherent risks. In addition, exchange rate movements may have an effect on the reliability of the estimates provided in this report. Icon Group is not a registered Investment Adviser or a Broker/Dealer.

5.2 ICON GROUP INTERNATIONAL, INC. USER AGREEMENT PROVISIONS

Ownership. User agrees that Icon Group International, Inc. ("Icon Group") and its subsidiaries (Icon Group International, Inc.) retains all rights, title and interests, including copyright and other proprietary rights, in this report and all material, including but not limited to text, images, and other multimedia data, provided or made available as part of this report ("Report").

Restrictions on Use. User agrees that it will not copy nor license, sell, transfer, make available or otherwise distribute the Report to any entity or person, except that User may (a) make available to its employees electronic copies of Report, (b) allow its employees to store, manipulate, and reformat Report, and (c) allow its employees to make paper copies of Report, provided that such electronic and paper copies are used solely internally and are not distributed to any third parties. In all cases the User agrees to fully inform and distribute to other internal users all discussions covering the methodology of this Report and the disclaimers and caveats associated with this Report. User shall use its best efforts to stop any unauthorized copying or distribution immediately after such unauthorized use becomes known. The provisions of this paragraph are for the benefit of Icon Group and its information resellers, each of which shall have the right to enforce its rights hereunder directly and on its own behalf.

No Warranty. The Report is provided on an "AS IS" basis. ICON GROUP DISCLAIMS ANY AND ALL WARRANTIES, INCLUDING BUT NOT LIMITED TO THE IMPLIED WARRANTIES OF MERCHANTABILITY AND FITNESS FOR A PARTICULAR PURPOSE, RELATING TO THIS AGREEMENT, PERFORMANCE UNDER THIS AGREEMENT, THE REPORT. Icon Group makes no warranties regarding the completeness, accuracy or availability of the Report.

Limitation of Liability. In no event shall Icon Group, its employees or its agent, resellers and distributors be liable to User or any other person or entity for any direct, indirect, special, exemplary, punitive, or consequential damages, including lost profits, based on breach of warranty, contract, negligence, strict liability or otherwise, arising from the use of the report or under this Agreement or any performance under this Agreement, whether or not they or it had any knowledge, actual or constructive, that such damages might be incurred.

Indemnification. User shall indemnify and hold harmless Icon Group and its resellers, distributors and information providers against any claim, damages, loss, liability or expense arising out of User's use of the Report in any way contrary to this Agreement.

© Icon Group International, Inc., 2005. All rights reserved. Any unauthorized use, duplication or disclosure is prohibited by law and will result in prosecution. Text, graphics, and HTML or other computer code are protected by U.S. and International Copyright Laws, and may not be copied, reprinted, published, translated, hosted, or otherwise distributed by any means without explicit permission. Permission is granted to quote small portions of this report with proper attribution. Media quotations with source attributions are encouraged. Reporters requesting additional information or editorial comments should contact Icon Group via email at iconsubs@san.rr.com.

Sources: This report was prepared from a variety of sources including excerpts from documents and official reports or databases published by the World Bank, the U.S. Department of Commerce, the U.S. State Department, various national agencies, the International Monetary Fund, the Central Intelligence Agency, and Icon Group International, Inc.

E N D