
Aircraft Repair and Maintenance Parts in Taiwan: A Strategic Reference, 2000



Edited by

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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 aircraft repair and maintenance parts 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 aircraft repair and maintenance parts, 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.

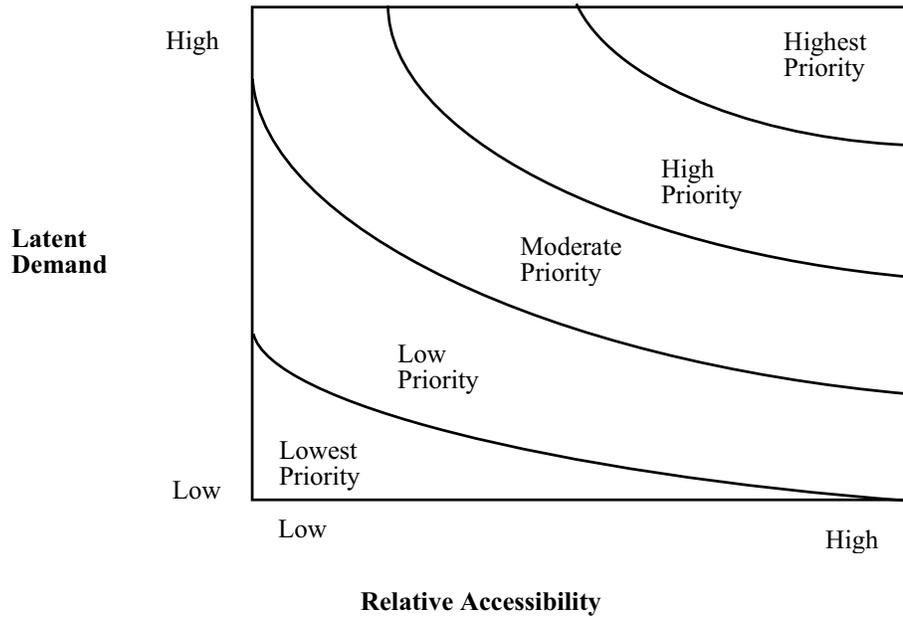
With this perspective, this report provides both a micro and a macro strategic profile of aircraft repair and maintenance parts in Taiwan. It does so by compiling published information that directly relates to latent demand and accessibility, either at the micro or macro level. The reader new to Taiwan can quickly understand where Taiwan fits into a firm's strategic perspective. In Chapter 2, the report investigates latent demand and micro-accessibility for aircraft repair and maintenance parts 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

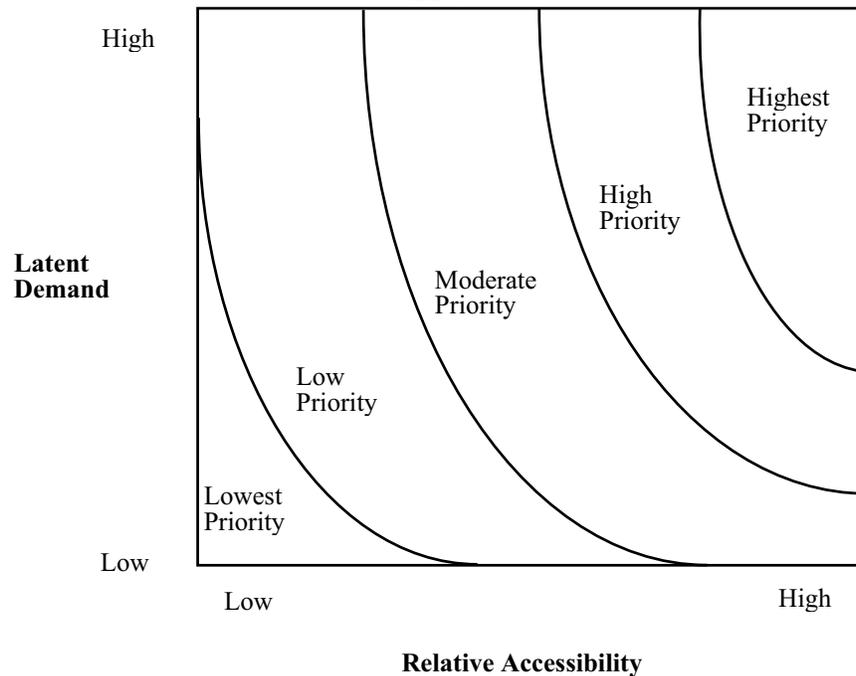
Perhaps the most efficient way of evaluating Taiwan is to consider key dimensions which themselves are composites of multiple factors. Composite portfolio approaches have long been used by strategic planners. The biggest challenge in this approach is to choose the appropriate factors that are the most relevant to international planning. The two measures of greatest relevance to aircraft repair and maintenance parts 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 aircraft repair and maintenance parts in Taiwan. Latent demand is largely driven by economic fundamentals specific to aircraft repair and maintenance parts. 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 aircraft repair and maintenance parts in Taiwan. I use the term “micro” since the discussion is focused specifically on aircraft repair and maintenance parts.

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 “aircraft engines and engine parts manufacturing”, as defined in Chapter 3. Again, while “aircraft engines and engine parts manufacturing” does not exactly equate to “aircraft repair and maintenance parts”, 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 aircraft repair and maintenance parts. 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 AIRCRAFT REPAIR AND MAINTENANCE PARTS IN TAIWAN

2.1 LATENT DEMAND AND ACCESSIBILITY: BACKGROUND

Airline industry expansion in Taiwan over the next few decades will present exciting opportunities for U.S. aircraft parts and maintenance supplies manufacturers. Taiwan's airlines will need to purchase around 250 planes over the next 20 years, according to estimates by Taiwan's Committee for Aviation and Space Industry Development (CASID). Industry analysts forecast that local carriers will spend around US\$30 billion on new aircraft, including some 45 aircraft larger than the Boeing 747-400's currently in service. These figures are based on growth forecasts for Taiwan's civilian air industry, which is seen expanding at an annual rate of 6.2 percent. That places Taiwan just above the Asia-Pacific average annual growth rate of 6.1 percent, and higher than the world average of 5 percent.

Taiwan airlines are also predicting an increase in the average number of passengers carried each flight. At present, local airlines carry an average of 241 passengers per aircraft. By the year 2018, however, this figure is expected to reach 318. This would place Taiwan's airlines above both the Asia-Pacific average of 283 passengers on each airplane, and the global average of 218. This means Taiwan will be an important market for aircraft with 300-400 seat capacity.

Taiwan has a vibrant aircraft repair and maintenance industry with great growth potential. The local maintenance firm Air Asia has more than 50 years experience in servicing domestic and foreign commercial as well as military aircraft. Leading domestic carriers such as China Airlines, EVA Air, TransAsia Airways and Far Eastern Transport Corp. repair and maintain their own aircraft.

In 1997, Taiwan officially announced its plan to develop the island into an aircraft maintenance center. To meet this goal, aviation authorities are encouraging joint partnerships between foreign manufacturers and local companies to promote the transfer of technological know-how.

2.2 LATENT DEMAND: ASPECTS OF INTEREST

With higher levels of disposable income and greater emphasis on leisure activities, Taiwan residents are pursuing air travel in unprecedented numbers. Thus, in recent years, Taiwan has been experiencing a boom in personal and family travel in addition to business travel. According to Taiwan's Tourism Bureau, annual air travel within and from the island is expected to surpass 40 million passengers by the year 2010, up from 10 million in 1990. The air cargo market, driven by increased economic growth, is also flourishing. The island's air passenger and cargo volumes are projected to grow by at least 8 and 10 respectively over the next five years.

Taiwan has 15 domestic passenger and cargo airlines with a total 180 aircraft in operation. Eighty percent of Taiwan's fleet was purchased from U.S. manufacturers, mainly Boeing and McDonnell Douglas. Fleet expansion is estimated to reach an annual average of 6.2 percent over the next two decades. During this period passenger airlines are expected to retire many aircraft. Demand is forecast to reach 250 passenger and cargo aircraft valued at US\$30 billion. Industry analysts predict that local demand for commercial aircraft with 300-400 seat capacity will reach 80 and Taiwan will need at least 50 super aircraft with 450-600 seat capacity.

Steady aircraft fleet expansion has led to a great demand for aircraft maintenance services. China Airlines and EVA Airways, Taiwan's two leading carriers, are not only able to satisfy their own maintenance needs, but also have enough surplus capacity to meet the needs of other companies. In response to growing demand, the two leading

airlines have invested heavily to bolster maintenance capability and technology in the areas of passenger aircraft refitting, structural life span extension and composite material repair.

On the military aircraft front, Taiwan plans to transform all the island's military production and depot-level maintenance with the so called "Government Ownership, Commercially Operated (GOCO) System". Manufacturers worldwide have adopted the GOCO system for the latest generation of military jets. Taiwan's Ministry of National Defense expects to make a final decision on repair and maintenance contracts under the GOCO system in 2001.

Taiwan spent US\$6 billion and US\$3 billion to buy 150 F-16 and 60 Mirage-2000 jet fighters, respectively, in the late 90's in an attempt to build up its second-generation fleet. Domestic production of 130 Indigenous Defense Fighters (IDF) has been completed. Repairing and maintaining these jets will create a huge and lucrative market over the coming decades. The total budget for after-sales aircraft repair and maintenance work is three times the original cost of the planes.

To promote further advancements in the aerospace industry, Taiwan has decided to allow foreigners to invest in the island's military aircraft manufacturing/maintenance business. The Ministry of Economic Affairs is currently revising regulations governing investment in military aircraft.

2.2.1 Latent Demand: Statistical Profile

Market Size Table

(US Dollars Millions)

| | 1999 | 2000 | 2001 | Projected Avg. Annual Growth Rate for Following 3 Years |
|-------------------|-------|-------|------|---|
| Import Market | 332 | 431 | 520 | 20-25% |
| Local Production | 87 | 113 | 138 | 15-20% |
| Exports | 33.6 | 42.5 | 51 | 15-20% |
| Total Market | 385.4 | 501.5 | 607 | |
| Imports from U.S. | 308 | 375 | 479 | |
| Exchange Rates: | 32.0 | 31.5 | 31.5 | |

Estimated Future Inflation Rate for 1999-2000 is 3.8 percent
Last Year's Import Market Share:

- U.S., 85.3%;
- France, 12.9%
- Canada, 2.4%

Taiwan Commercial Repair and Maintenance Market

(U.S. Million)

| | Frame | Engine | System/Subsystem |
|------|-------|--------|------------------|
| 2000 | 169 | 135.3 | 30.9 |
| 2005 | 325 | 155.2 | 40.5 |

Projected Taiwan Component OEM Market (U.S. Dollars)

| Component | 2000 | 2005 |
|---------------------|-----------|------------|
| Fuel Tank | 88,000 | 107,000 |
| Propeller | 465,000 | 583,000 |
| Starter/Generator | 181,000 | 233,000 |
| Hydraulic Power | 166,000 | 182,000 |
| Accessory Gearbox | 580,000 | 664,000 |
| Auto Pilot | 789,000 | 1,038,000 |
| Controller | 760,000 | 944,000 |
| Air Turbine Starter | 737,000 | 937,000 |
| Instruments | 868,000 | 1,142,000 |
| Electric Power | 1,342,000 | 1,765,000 |
| Communications | 1,895,000 | 2,492,000 |
| Flight Controls | 2,632,000 | 3,461,000 |
| Navigation | 3,000,000 | 3,946,000 |
| ECS | 3,684,000 | 4,846,000 |
| Landing Gear | 5,263,000 | 6,923,000 |
| Auto Pilot Units | 8,400,000 | 40,483,000 |

Sources: Taiwan Aerospace Industry Association; Statistics Bureau, Directorate General of Customs Department

2.3 ACCESSIBILITY: THE STRUCTURE OF COMPETITION

2.3.1 Local Production

Although Taiwan is striving to develop a domestic aircraft parts industry, only a few local producers meet US Federal Aviation Administration (FAA) standards. Local competition is negligible. The importance of imports will remain high and present trends are expected to continue.

At present, there are about 170 public and private organizations involved in the local aerospace industry. Manufacturers have backgrounds that include military, academia, R&D and other related fields. More than 11,500 people work full-time in some aspect of aerospace manufacturing in Taiwan. International aerospace companies have certified around 24 local manufacturers.

In the short term, Taiwan's aerospace suppliers wish to continue to upgrade manufacturing and quality assurance systems to meet aerospace requirements, meet certification requirements of their biggest clients, develop original equipment manufacturing, and enter into joint venture agreements.

One such supplier is the Aerospace Industrial Development Corporation (AIDC). AIDC is Taiwan's premier aircraft and parts manufacturer and has a wide range of design, manufacturing and maintenance capabilities. AIDC's range of services includes aircraft design, tool design, aircraft manufacturing, engine parts manufacturing, and avionics production. Currently state-owned under the Ministry of Economic Affairs, AIDC was originally scheduled to be fully privatized by 2000. However, the date has been pushed back to allow the Government to carefully evaluate potential foreign investors. To facilitate its privatization, AIDC will establish two subsidiaries, one for

manufacturing aircraft and the other for making aircraft engines. Moreover, AIDC itself will be divided into three departments after privatization: military aircraft, avionics, and aircraft maintenance.

AIDC is also a leading partner in a joint venture, the International Consortium for Airplane Service (ICAS) to reconfigure Boeing passenger craft into cargo craft. The venture includes Boeing, CAL, Air Asia and Evergreen Aviation Technologies (EGAT). The first task of ICAS is to win Boeing's supplementary type certification, a process that will require about US\$30 million in development costs.

In addition, AIDC and General Electric Aircraft Engines (GEAE) will jointly produce key parts and components for the CFM-56 and CF-34 engines, which are used on Boeing 737-300 and -800 jetliners. AIDC has invested US\$19.2 million in new production equipment as part of its cooperation with GEAE. AIDC envisioned the cooperation to generate at least US\$40 million in annual revenue.

2.3.2 Third Country Imports

Taiwan imported US\$332 million worth of aircraft repair and maintenance parts in 1999. The import market is projected to grow at an annual rate of 15-20 percent over the next three years. American suppliers have led this market, capturing an 85.3 percent market share. Far behind are French firms with 12.9 percent of the market imports.

To capture a larger portion of this growing market, French aerospace companies have been very aggressive. They are engaged in strong promotional activities and have initiated technical cooperation programs to introduce their products into the market.

Major French competitors include Aerospatiale, Dassault, Alkan, DYP-Matra, SAT-Thomson, OFEMA, and GIFAS. The other European competitors are Deutsche Aerospace, British Aerospace, Rolls Royce and Deniels.

2.3.3 U.S. Market Position

Until recently, the Taiwan Air Force fleet was made up solely of U.S.-made fighters, helicopters and carriers. Taiwan's aircraft industry is still heavily oriented toward U.S. technology.

The commercial aircraft market in Taiwan is, by tradition and preference, a U.S. market. Despite recent inroads by French and Canadian competitors, U.S. market share of imports is expected to remain dominant. U.S. producers are preferred for their technology, quality, and compliance with delivery dates.

2.3.4 Major End-Users: Analysis

China Airlines and EVA Airways ranked 12th and 14th, respectively, among the world's major airlines in terms of freight ton-kilometers (FTKs) in 1999, indicating that the two airlines remained quite competitive in the world air cargo market. By contrast, no Taiwanese airline managed to rank among the world's top 25 in terms of passenger service. However, the business record of Taiwanese carriers remained good compared with other airlines in the Asia-Pacific region.

China Airlines (CAL)

Established in 1959, with a fleet of 57 aircraft, CAL is Taiwan's largest international air carrier. In 1999, CAL led the cargo and passenger air markets with 31% and 26.2% market share, respectively. As part of its efforts to expand

its fleet, CAL signed contracts in 1999 with Boeing and Airbus Industrie to purchase 24 Boeing planes and 12 Airbus passenger jets by 2007 at a total cost of US\$5.7 billion. CAL will seek US\$172 million in financing through a banking consortium headed by the U.S.-based Citibank as down payment for its purchase of new airplanes.

CAL's Engineering and Maintenance Division has 2,000 staff around the globe. It has 2-bay and 3-bay international standard maintenance hangars, one each. These are one of the most advanced facilities in Asia, positioning CAL as a regional leader in aircraft maintenance services. It has accreditation from the US Federal Aviation Administration (FAA) and the European Joint Aviation Authorities, as well as ISO-9002 certification. At home, it has earned the National Laboratory accreditation certificate. With its broad base of technical expertise, CAL is able to provide maintenance for a wide range of jet and propeller aircraft and is licensed to perform A-, B-, C- and even the most difficult D-class repairs. Its capabilities include the maintenance of 85 different types of aircraft components, as well as section 41 structural modification, pylon modification, and other highly technical operations. CAL also provides these services to a host of international airlines.

A third maintenance hangar has been built to beef up CAL's repair capacity. CAL, Far Eastern Air Transport and Pratt & Whitney have set up a joint venture for an engine maintenance facility especially for the PW4000.

EVA Airways

EVA has seriously challenged CAL's dominant role in the industry. Since beginning operations in 1992, EVA has gained approximately 22% of Taiwan's air passenger market, both domestic and international. EVA's new multi-million dollar Aircraft Maintenance Center at CKS International Airport accommodates two Boeing 747-400 and one Boeing MD-11 sized aircraft, all at the same time. The center has received certification from the FAA as an Air Agency and Repair Station. The EVA Aircraft Maintenance Center was spun-off as Evergreen Aviation Technologies Corporation (EGAT) in 1998. EGAT is a joint venture between EVA Air and U.S. aircraft engine manufacturer General Electric. Currently, EGAT maintains and services aircraft, aircraft engines and related equipment for EVA and other airlines.

Transasia Airways

Founded in 1951, TransAsia Airways currently has a fleet of 25 aircraft, consisting of three ATR42, 12 ATR-72, six A320 and four A321. In 1994, TransAsia launched its first scheduled international flight service. Now its routes stretch over 20 cities. Its aircraft maintenance and repair service include pre-flight & post-flight inspection, overnight inspection, trouble shooting and repair.

Air Asia

One of the island's most important investors in aircraft repair and maintenance is Air Asia, which is currently involved in providing maintenance for 10 FedEx 727s and the military AH-1 helicopters. During the fifty-plus years since its inception, Air Asia has performed over 13,300 repairs on both commercial and military aircraft, including overhaul and testing on over 7,900 different engine types. Air Asia has been recognized by Boeing, Beech Aircraft, and Schweizer Aircraft as an authoritative service center for aircraft maintenance.

2.4 ACCESSIBILITY: KEY FACTORS

2.4.1 Import Climate

Aircraft parts imported into Taiwan enjoy one of the lowest tariff rates of any category of imports. This is due to the government's ongoing efforts to develop the aviation industry using foreign parts and technology. Aircraft parts

imports that fall under the HS headings 8803 and 8805 are duty-free, while parts in the 8511 and 8583 series are taxed at 5% of the (Cost Insurance Freight, C.I.F.) price.

2.4.2 Distribution and Business Practices

The establishment of airline groups and independent airlines means that distribution of components and maintenance equipment and services is increasingly decentralized and airline-specific. On the other hand, the growing presence of foreign aircraft manufacturers in-country provides a somewhat more centralized distribution option, as the airlines seek out the manufacturers for after-sale services.

Direct purchase from abroad is the most frequently used method for aircraft parts. Taiwan airlines often rely on the recommendation of aircraft manufacturers for replacement parts. Both China Airlines and EVA Airways have offices in the U.S. charged with direct purchase of parts.

There are no tariffs on the following aircraft related maintenance and service equipment imports.

Aircraft maintenance equipment:

- Tractor, for trailing aircraft
- Air starter, for starting aircraft
- Ground power unit, for repairing aircraft
- Range lift work platform, for repairing aircraft
- Scissors, for repairing aircraft
- Bootstrap, sling, hoist equipment, for aircraft
- Generator set
- Tow bar, for aircraft maintenance
- Nitrogen cart, used to fill air of aircraft tire
- 400 hz fixed-base, used in aircraft ground operation
- Air conditioner, used in aircraft ground operation

Aircraft ground service equipment:

- Belt conveyor, used in loading and unloading baggage
- Loader, used in loading and unloading baggage
- Portable water truck (chassis)
- Dolly, used to carry baggage
- Man lift
- Tow bar
- Container transporter
- Forklift
- Main-deck loader

- Lower-lobe loader
- Loading belt conveyor
- Container trailer
- Build-up break-down stations
- Pallet for air cargo
- Belt conveyors

2.4.3 Accessibility: Financing Strategies

Taiwan's private firms source their capital through domestic and foreign commercial banks and supplier credit. Most payments for imported aircraft parts are made by letter of credit in a foreign currency. Banks require deposits of 10 percent when opening a letter of credit, with the balance paid upon arrival of the goods. After developing a satisfactory working relationship with local firms, foreign suppliers may also accept the following methods of payment: documents against payment (DP), or document against acceptance (DA). Settlement will be made in foreign currency by the importer at maturity, or at the time of receipt of goods or the relevant shipping documents.

2.5 CONTACTS

2.5.1 Public Organization

Science and Technology Advisory Group, Executive Yuan
5F, No.106, Ho-ping East Road, Section 2, Taipei, Taiwan
Tel: 886--2-2737-7714
Fax: 886-2-2737-7733
E-mail: Lchu@inform.nii.gov.tw
Chu Li-Chuan, Deputy Executive Secretary

Ministry of Transportation and Communications
No.2 Changsha Street, Section 1, Taipei, Taiwan
Tel: 886-2-2349-2900
Fax: 886-2-2389-6009
Chang Chia-Juch, Vice Minister

Civil Aeronautics Administration
340 Tun Hwa North Road, Taipei, Taiwan
Tel: 886-2-2713-3902
Fax: 886-2-2713-7300
Chang Yu-Hern, Director General

Industrial Development Bureau
41-3 Hsin-Yi Road, Section 3, Taipei, Taiwan
Tel: 886-2-2754 -1255
Fax: 2703-0160
Jerry J.R. Ou, 1st Division Chief

Center for Aviation & Space Technology
52 Building, No.195-12, Chung-Hsin Road, Section 4, Chu-Tung, Hsin-Chu County
Tel: 886-3-591-4880
Fax: 886-3-582-7714
E-mail: 710066@castitri.org.tw
Web site: **www.iritri.org.tw**
President: Dr. Lin Yu-Huan
Contact: Wang Sen-Chi

Taiwan Aerospace Industry Association
17F, No.169 Jen-Ai Road, Section 4, Taipei, Taiwan
Tel: 886-2-2772-6331
Fax: 886-2-2772-6334
Chuang Kuan-Chang, Secretary General

2.5.2 Private Sector

Taiwan Aerospace Corporation
17F, No.169, Ren-Ai Road, Section 4, Taipei, Taiwan
Tel: 886-2-2771-6681
Fax: 886-2-2771-6727
E-mail: tac01@tpts.seed.net.tw
President: Mr. George Liu
Contact: Manager: Ms. Suzanne Wu
Compliance with MIL-Q and FAA requirements

Air Asia Company Ltd.
No.1126, Ren-Ai Road, Ren-Ai Village, Tainan County
Tel: 886-62681911
Fax: 886-6-2673424
E-mail: yschu@mail.airasia.com.tw
President: Jack Su
Contact: Mr. Chu Yu-shih

Aerospace Industrial Development Corp.
No.111, Lane 68, Fu-Hsin North Road, Taichung
Tel: 886-4-2590001
Fax: 886-4-256-2337
E-mail: joelchu@ms.aidc.com.tw
Web site: **www.aidc.com.tw**
Chairman: Tsai Chuen-Huei
Contact: Chu Chih-Tai

Evergreen Aviation Technology Corp.
No.6, Hang-Chan South Road, Ta-Yuang Village, Taoyuan County
Tel: 886-3-3519470
Fax: 886-3-393-1039
E-mail: evahgadd@ms.hient.net
President: Mr. Chen Ho-Shen
Contact: Soong Fong-chuan
FAR145, CAA0602A, ISO9002

Engineering & Maintenance Division, China Airlines
No.15, Chin-Nan South, CKS International Airport, Taoyuan County
Tel: 886-3-383-4251
Fax: 886-3-398-7293
President: Chiang Hong-Yi
Contact: Soong Kwang-Yuan, Service Director
CAA001, FAASAJY979H, ISO9002

Asia Compressor Technology Services Co., Ltd.
No.1, Industrial 3rd Road, Kuang-Ying Industrial Park, Taoyuan County
Tel: 886-3-483-2310
Fax: 886-3-483-1463
Contact: Ms.Chen Mei-Li
Inspection Procedures manual

Chenfeng Machinery & Enterprise Co., Ltd.
21-12, Lunghsing Lane, Section 2, Fenghsing Road, Tantzze, Taichung County,
Taiwan
Tel: 886-4-536-1143
Fax: 886-4-536-5292
Products: 5-axies, structure parts, sub-assembly, hydraulic components, heavy vehicle parts, other precision machining.

Juli Enterprise Co., Ltd.
No.22, Kaonan Road, Jenwu Hsiang, Kaohsiung County, Taiwan
Tel: 886-7-3438301
Fax: 886-7-3425116
Products: 5-axis machinery (buckheads), fixture, stainless steel sheet metal, machinery, NC milling machinery, sub-assembly.

Masbe Corporation Ltd.
No.162, Kwei Kang Village, Lio Chai Hsiang, Tainan County
Tel: 886-6-6982256
Fax: 886-6-6985953
Products: combustor liners, sub-assembly, sheet metal parts.

Super Precision Heat Treatment Co., Ltd.
No.186-30, Hai-Hu Tsun, Lu-Chu Hsiang, Taoyuan County, Taiwan
Tel: 886-3-3543567
Fax: 886-3-3542618
Products: vacuum brazing, aircraft engine honeycomb seals

2.5.3 Accessibility: Trade Events

The Taipei Aerospace Technology Exhibition (TATE) is Taiwan's principal promotional effort to showcase the development of its aerospace industry. The past five exhibitions were quite successful at catalyzing aerospace business opportunities.

The TATE'99 attracted 96 domestic and foreign exhibitors displaying their latest aerospace products and technology at around 220 booths. Besides 54 domestic manufacturers and units, there were 42 foreign exhibitors from France,

the U.S., Malaysia, Singapore, Spain, Switzerland, Indonesia and the United Kingdom. The exhibitors displayed products as diverse as aircraft components and parts, ground equipment, engines, control and navigation equipment, air traffic control, satellites, defense equipment and technology, and aircraft services and maintenance.

The semi-annual exhibition is co-sponsored by the China External Trade Development Council (CETRA), Reed Exhibition Companies, the Committee for Aviation and Space Industry Development (CASID) under the Ministry of Economic Affairs, and the Taiwan Aerospace Industry Association. The 6th TATE will be held in August 2001. For more information, contact:

CETRA
333 Keelung Road, Section 1, Taipei, Taiwan
Tel: 886-2-2738-2345
Fax: 886-2-2757-6653

3 FINANCIAL INDICATORS: AIRCRAFT ENGINES AND ENGINE PARTS MANUFACTURING

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: aircraft engines and engine parts manufacturing.

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 aircraft engines and engine parts manufacturing, 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 aircraft engines and engine parts manufacturing 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 aircraft engines and engine parts manufacturing. 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 aircraft engines and engine parts manufacturing 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 aircraft engines and engine parts manufacturing 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 aircraft engines and engine parts manufacturing). 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
- Datastream (Thomson Financial) - www.datastream.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.

- **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: 3724 which is defined as "aircraft engines and engine parts manufacturing". 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 aircraft engines and engine parts manufacturing. 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 aircraft engines and engine parts manufacturing (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 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 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 aircraft engines and engine parts manufacturing.

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 aircraft engines and engine parts manufacturing. 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 aircraft engines and engine parts manufacturing). 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 aircraft engines and engine parts manufacturing 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 - Buildings.** Accumulated depreciation 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 a fixed asset. Buildings are fixed assets which represent the acquisition and improvement costs of permanent structures owned or held by the company. Such structures typically include office buildings, storage quarters, or other facilities and also associated items such as loading docks, heating and air-conditioning equipment, refrigeration equipment, and all other property permanently attached to or forming an integral part of the structure. However, it generally does not include furniture, fixtures, or other equipment which are not an integral part of the building.
- **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.
- **Buildings.** Buildings are defined as fixed assets which represent the acquisition and improvement costs of permanent structures owned or held by the company. Such structures include office buildings, storage quarters, or other facilities and also associated items such as loading docks, heating and air-conditioning equipment, refrigeration equipment, and all other property permanently attached to or forming an integral part of the structure. However, it does not include furniture, fixtures, or other equipment which are not an integral part of the building.
- **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.
- **Deferred Charges.** Deferred charges are generally understood to represent the amount which has been paid for services already received by the company but has not been charged to operations.
- **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.
- **Investments in Unconsolidated Subsidiaries.** Investments in unconsolidated subsidiaries are typically defined as investments for the purpose of generating revenue in subsidiaries whose financial statements are not combined with the company's.
- **long Term Receivables.** Long-term receivables are commonly defined as amounts due within a period exceeding one year from private persons, businesses, agencies, funds, or governmental units which are expected to be collected in the form of moneys, goods, and/or services.
- **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.
- **Progress Payments.** Progress payments are commonly defined as periodic payments to a supplier, contractor, or subcontractor for work as it is completed as desired, in order to reduce working capital requirements.
- **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.
- **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.
- **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 aircraft engines and engine parts manufacturing 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.

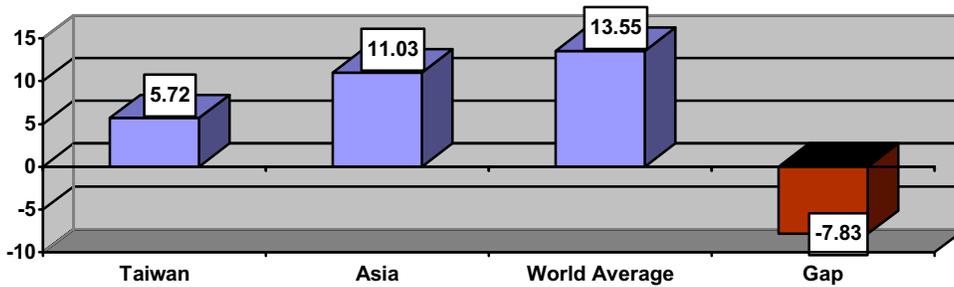
| Asset Structure | Taiwan | Asia | World Avg. |
|---|---------------|---------------|---------------|
| Cash & Short Term Investments | 5.72 | 11.03 | 13.55 |
| Cash | 0.25 | 4.42 | 5.40 |
| Short Term Investments | 7.95 | 6.90 | 9.26 |
| Receivables (Net) | 30.90 | 19.10 | 18.16 |
| Total Inventories | 12.88 | 12.12 | 15.86 |
| Raw Materials | 2.72 | 3.89 | 5.57 |
| Work in Process | 1.90 | 1.83 | 2.24 |
| Finished Goods | 9.62 | 7.51 | 6.41 |
| Progress Payments & Other | -0.25 | 1.09 | 1.45 |
| Other Current Assets | 0.18 | 0.91 | 1.18 |
| Current Assets - Total | 49.67 | 44.22 | 50.00 |
| Long Term Receivables | 0.10 | 0.68 | 0.99 |
| Investments in Unconsolidated Subsidiaries | 2.19 | 5.10 | 3.64 |
| Other Investments | 0.12 | 3.51 | 3.51 |
| Property Plant and Equipment - Net | 22.43 | 32.03 | 32.34 |
| Property Plant and Equipment - Gross | 61.71 | 62.11 | 64.15 |
| Buildings | 12.41 | 15.23 | 13.14 |
| Machinery & Equipment | 34.36 | 29.14 | 34.36 |
| Other Property Plant & Equipment | 27.13 | 8.36 | 10.11 |
| Accumulated Depreciation - Total | 39.27 | 30.61 | 32.08 |
| Accumulated Depreciation - Buildings | 5.70 | 4.98 | 3.86 |
| Accumulated Depreciation -Machinery & Equipment | 24.57 | 19.73 | 20.73 |
| Accumulated Depreciation - Other Prop & Equip | 16.26 | 4.00 | 4.64 |
| Other Assets | 2.05 | 3.28 | 4.55 |
| Deferred Charges | 0.00 | 0.85 | 0.84 |
| Intangible Other Assets | 0.87 | 1.04 | 1.98 |
| Total Assets | 100.00 | 100.00 | 100.00 |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

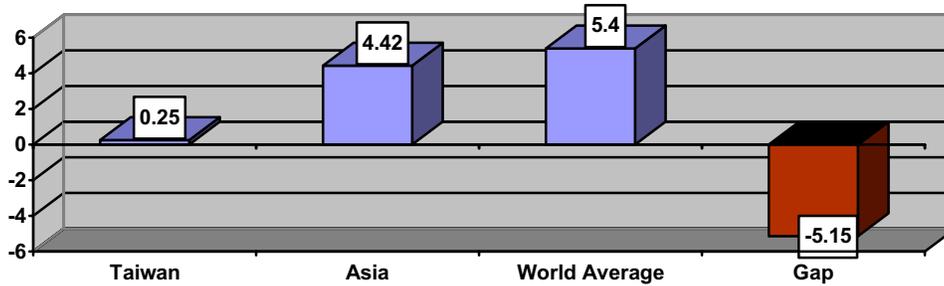
3.2.4 Large Variances: Assets

The following graphics summarize for aircraft engines and engine parts manufacturing 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.

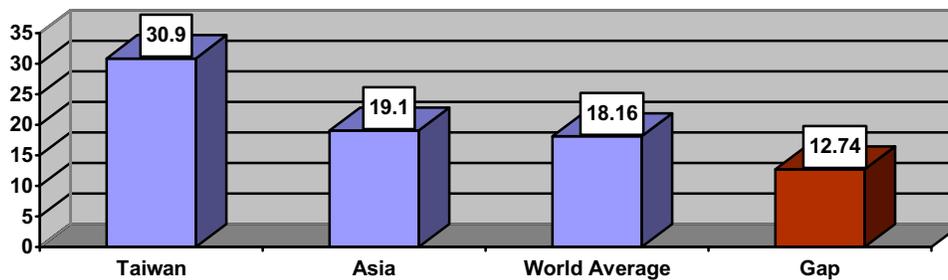
Gap: Cash & Short Term Investments

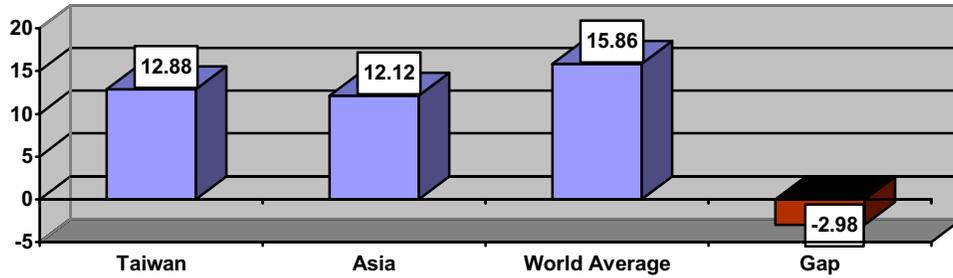
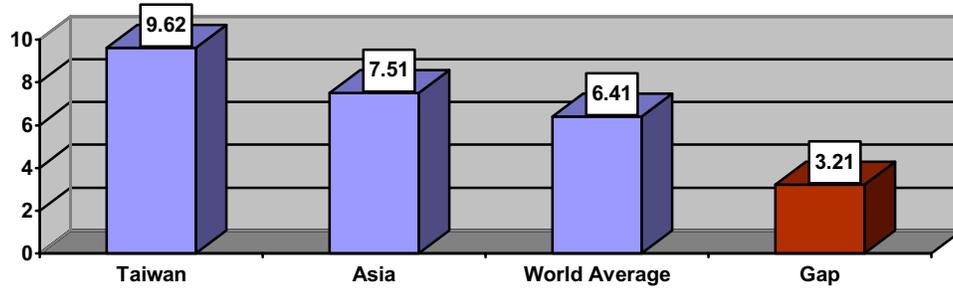
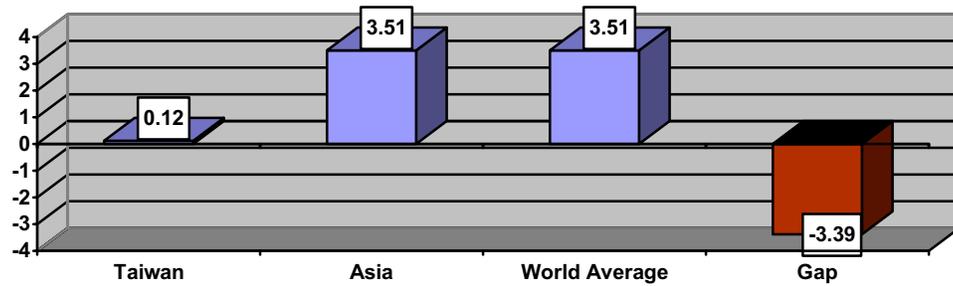
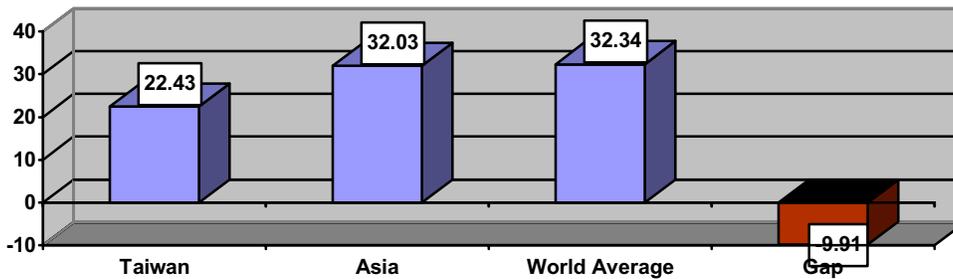


Gap: Cash

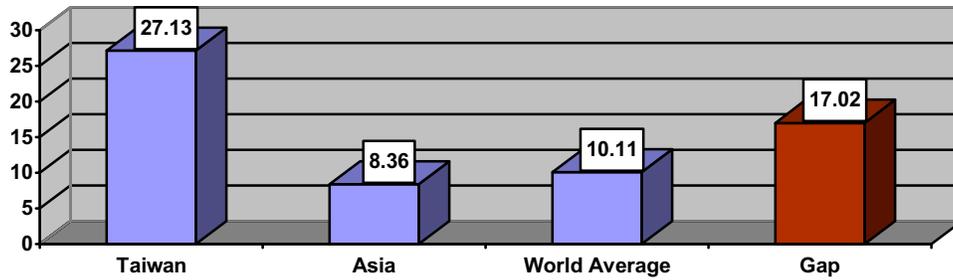


Gap: Receivables (Net)

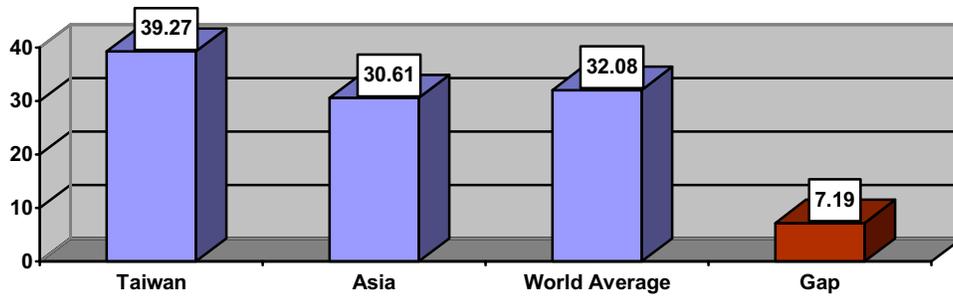


Gap: Total Inventories**Gap: Finished Goods****Gap: Other Investments****Gap: Property Plant and Equipment - Net**

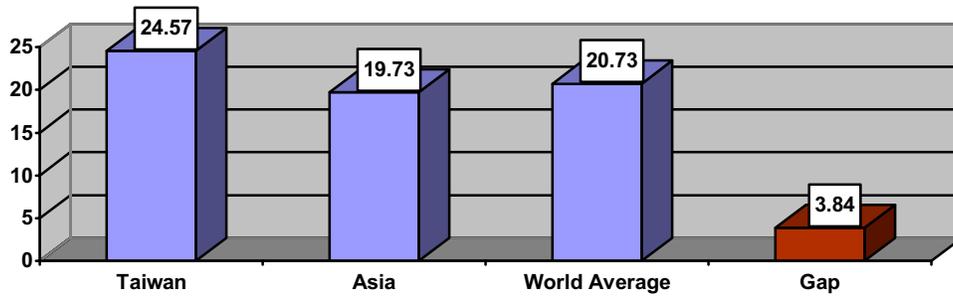
Gap: Other Property Plant & Equipment



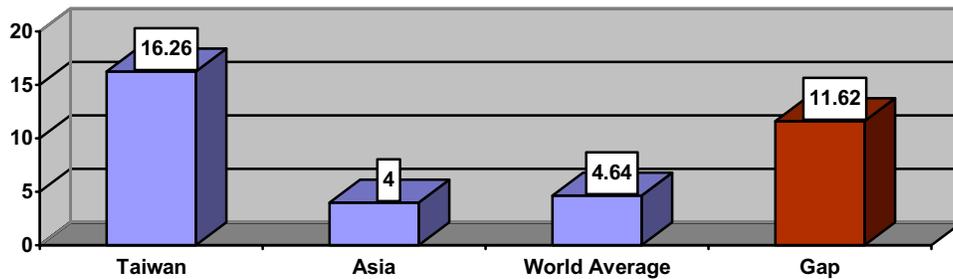
Gap: Accumulated Depreciation - Total



Gap: Accumulated Depreciation -Machinery & Equipment



Gap: Accumulated Depreciation - Other Prop & Equip



3.2.5 Key Percentiles and Rankings

We now consider the distribution of asset ratios for aircraft engines and engine parts manufacturing 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 | 5.72 | 41 of 53 | 22.64 |
| Cash | 0.25 | 49 of 49 | 0.00 |
| Short Term Investments | 7.95 | 18 of 41 | 56.10 |
| Receivables (Net) | 30.90 | 11 of 53 | 79.25 |
| Total Inventories | 12.88 | 39 of 53 | 26.42 |
| Raw Materials | 2.72 | 38 of 48 | 20.83 |
| Work in Process | 1.90 | 31 of 44 | 29.55 |
| Finished Goods | 9.62 | 14 of 44 | 68.18 |
| Progress Payments & Other | -0.25 | 41 of 45 | 8.89 |
| Other Current Assets | 0.18 | 41 of 46 | 10.87 |
| Current Assets - Total | 49.67 | 36 of 53 | 32.08 |
| Long Term Receivables | 0.10 | 27 of 32 | 15.63 |
| Investments in Unconsolidated Subsidiaries | 2.19 | 25 of 44 | 43.18 |
| Other Investments | 0.12 | 31 of 36 | 13.89 |
| Property Plant and Equipment - Net | 22.43 | 43 of 53 | 18.87 |
| Property Plant and Equipment - Gross | 61.71 | 25 of 53 | 52.83 |
| Buildings | 12.41 | 33 of 51 | 35.29 |
| Machinery & Equipment | 34.36 | 18 of 51 | 64.71 |
| Other Property Plant & Equipment | 27.13 | 5 of 48 | 89.58 |
| Accumulated Depreciation - Total | 39.27 | 16 of 53 | 69.81 |
| Accumulated Depreciation - Buildings | 5.70 | 23 of 49 | 53.06 |
| Accumulated Depreciation -Machinery & Equipment | 24.57 | 12 of 48 | 75.00 |
| Accumulated Depreciation - Other Prop & Equip | 16.26 | 5 of 40 | 87.50 |
| Other Assets | 2.05 | 37 of 52 | 28.85 |
| Deferred Charges | 0.00 | 27 of 27 | 0.00 |
| Intangible Other Assets | 0.87 | 33 of 48 | 31.25 |
| Total Assets | 100.00 | | |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Cash & Short Term Investments

| Countries | Value (total assets = 100) | Rank | Percentile | Region |
|--------------------|----------------------------|-----------|--------------|-----------------|
| Pakistan | 55.35 | 1 | 98.11 | the Middle East |
| China | 27.04 | 2 | 96.23 | Asia |
| New Zealand | 26.68 | 3 | 94.34 | Oceania |
| Hong Kong | 26.15 | 4 | 92.45 | Asia |
| Singapore | 18.04 | 5 | 90.57 | Asia |
| Thailand | 17.96 | 6 | 88.68 | Asia |
| Malaysia | 15.80 | 7 | 86.79 | Asia |
| Indonesia | 15.38 | 8 | 84.91 | Asia |
| Brazil | 13.89 | 12 | 77.36 | Latin America |
| South Korea | 13.78 | 13 | 75.47 | Asia |
| Switzerland | 13.28 | 14 | 73.58 | Europe |
| Peru | 13.27 | 15 | 71.70 | Latin America |
| Greece | 13.05 | 16 | 69.81 | Europe |
| Sweden | 12.01 | 17 | 67.92 | Europe |
| Czech Republic | 11.62 | 18 | 66.04 | Europe |
| Japan | 11.50 | 19 | 64.15 | Asia |
| Luxembourg | 11.49 | 20 | 62.26 | Europe |
| France | 11.23 | 21 | 60.38 | Europe |
| Argentina | 10.82 | 22 | 58.49 | Latin America |
| Italy | 10.33 | 23 | 56.60 | Europe |
| Austria | 9.77 | 24 | 54.72 | Europe |
| India | 9.39 | 25 | 52.83 | Asia |
| Turkey | 8.89 | 26 | 50.94 | the Middle East |
| Canada | 7.78 | 28 | 47.17 | North America |
| Spain | 7.55 | 29 | 45.28 | Europe |
| Belgium | 7.50 | 30 | 43.40 | Europe |
| Mexico | 7.43 | 31 | 41.51 | Latin America |
| Israel | 6.92 | 32 | 39.62 | the Middle East |
| Ireland | 6.87 | 34 | 35.85 | Europe |
| USA | 6.80 | 35 | 33.96 | North America |
| Russian Federation | 6.33 | 38 | 28.30 | Europe |
| Germany | 6.06 | 39 | 26.42 | Europe |
| the United Kingdom | 6.03 | 40 | 24.53 | Europe |
| Taiwan | 5.72 | 41 | 22.64 | Asia |
| Hungary | 5.68 | 42 | 20.75 | Europe |
| Norway | 5.25 | 43 | 18.87 | Europe |
| Poland | 4.65 | 44 | 16.98 | Europe |
| Denmark | 4.61 | 45 | 15.09 | Europe |
| Australia | 3.92 | 46 | 13.21 | Oceania |
| Finland | 2.88 | 47 | 11.32 | Europe |
| Chile | 2.19 | 48 | 9.43 | Latin America |
| Philippines | 2.13 | 49 | 7.55 | Asia |
| Portugal | 1.79 | 51 | 3.77 | Europe |
| South Africa | 0.66 | 52 | 1.89 | Africa |
| Netherlands | 0.60 | 53 | 0.00 | Europe |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Cash & Short Term Investments (Aircraft Engines and Engine Parts Manufacturing)

| Countries in Asia | Value (total assets = 100) | Rank | Percentile |
|-------------------|----------------------------|-----------|--------------|
| China | 27.04 | 1 | 96.15 |
| Hong Kong | 26.15 | 2 | 92.31 |
| Singapore | 18.04 | 3 | 88.46 |
| Thailand | 17.96 | 4 | 84.62 |
| Mongolia | 16.02 | 5 | 80.77 |
| Malaysia | 15.80 | 6 | 76.92 |
| Indonesia | 15.38 | 7 | 73.08 |
| Maldives | 14.03 | 8 | 69.23 |
| South Korea | 13.78 | 9 | 65.38 |
| North Korea | 12.88 | 10 | 61.54 |
| Brunei | 12.00 | 11 | 57.69 |
| Japan | 11.50 | 12 | 53.85 |
| Macau | 10.66 | 13 | 50.00 |
| India | 9.39 | 14 | 46.15 |
| Sri Lanka | 8.68 | 15 | 42.31 |
| Cambodia | 7.13 | 16 | 38.46 |
| Laos | 6.87 | 17 | 34.62 |
| Vietnam | 6.24 | 18 | 30.77 |
| Papua New Guinea | 6.22 | 19 | 26.92 |
| Seychelles | 5.90 | 20 | 23.08 |
| Taiwan | 5.72 | 21 | 19.23 |
| Bangladesh | 5.35 | 22 | 15.38 |
| Bhutan | 5.09 | 23 | 11.54 |
| Nepal | 4.56 | 24 | 7.69 |
| Burma | 2.13 | 25 | 3.85 |
| Philippines | 2.13 | 26 | 0.00 |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Receivables (Net)

| Countries | Value (total assets = 100) | Rank | Percentile | Region |
|--------------------|----------------------------|-----------|--------------|-----------------|
| Spain | 40.79 | 2 | 96.23 | Europe |
| Israel | 37.39 | 3 | 94.34 | the Middle East |
| Finland | 37.09 | 4 | 92.45 | Europe |
| Ireland | 37.08 | 5 | 90.57 | Europe |
| Belgium | 34.11 | 6 | 88.68 | Europe |
| France | 33.74 | 7 | 86.79 | Europe |
| Turkey | 33.29 | 8 | 84.91 | the Middle East |
| Norway | 32.13 | 9 | 83.02 | Europe |
| New Zealand | 31.25 | 10 | 81.13 | Oceania |
| Taiwan | 30.90 | 11 | 79.25 | Asia |
| Hong Kong | 30.62 | 12 | 77.36 | Asia |
| Greece | 29.05 | 13 | 75.47 | Europe |
| Switzerland | 28.28 | 14 | 73.58 | Europe |
| Austria | 28.13 | 15 | 71.70 | Europe |
| Netherlands | 28.05 | 16 | 69.81 | Europe |
| Denmark | 26.85 | 17 | 67.92 | Europe |
| South Africa | 26.78 | 18 | 66.04 | Africa |
| Czech Republic | 25.86 | 19 | 64.15 | Europe |
| Italy | 25.37 | 20 | 62.26 | Europe |
| Chile | 25.11 | 21 | 60.38 | Latin America |
| Luxembourg | 24.46 | 22 | 58.49 | Europe |
| Argentina | 24.09 | 23 | 56.60 | Latin America |
| Canada | 23.74 | 24 | 54.72 | North America |
| Brazil | 23.25 | 25 | 52.83 | Latin America |
| Japan | 21.97 | 26 | 50.94 | Asia |
| Sweden | 21.91 | 27 | 49.06 | Europe |
| the United Kingdom | 21.77 | 28 | 47.17 | Europe |
| South Korea | 21.72 | 29 | 45.28 | Asia |
| Malaysia | 21.08 | 30 | 43.40 | Asia |
| Germany | 20.44 | 31 | 41.51 | Europe |
| Portugal | 19.98 | 32 | 39.62 | Europe |
| Indonesia | 19.02 | 33 | 37.74 | Asia |
| Australia | 18.92 | 34 | 35.85 | Oceania |
| USA | 18.57 | 35 | 33.96 | North America |
| Singapore | 18.44 | 36 | 32.08 | Asia |
| India | 18.11 | 37 | 30.19 | Asia |
| Thailand | 18.04 | 38 | 28.30 | Asia |
| Mexico | 17.91 | 39 | 26.42 | Latin America |
| China | 16.52 | 43 | 18.87 | Asia |
| Russian Federation | 16.22 | 44 | 16.98 | Europe |
| Philippines | 14.75 | 47 | 11.32 | Asia |
| Hungary | 14.58 | 48 | 9.43 | Europe |
| Peru | 13.33 | 50 | 5.66 | Latin America |
| Poland | 11.92 | 52 | 1.89 | Europe |
| Pakistan | 4.96 | 53 | 0.00 | the Middle East |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Receivables (Net)
(Aircraft Engines and Engine Parts Manufacturing)

| Countries in Asia | Value (total assets = 100) | Rank | Percentile |
|-------------------|----------------------------|----------|--------------|
| Sri Lanka | 57.98 | 1 | 96.15 |
| Taiwan | 30.90 | 2 | 92.31 |
| Hong Kong | 30.62 | 3 | 88.46 |
| Brunei | 25.54 | 4 | 84.62 |
| Macau | 23.74 | 5 | 80.77 |
| Japan | 21.97 | 6 | 76.92 |
| South Korea | 21.72 | 7 | 73.08 |
| Malaysia | 21.08 | 8 | 69.23 |
| Indonesia | 19.02 | 9 | 65.38 |
| Singapore | 18.44 | 10 | 61.54 |
| India | 18.11 | 11 | 57.69 |
| Thailand | 18.04 | 12 | 53.85 |
| Maldives | 17.34 | 13 | 50.00 |
| China | 16.52 | 14 | 46.15 |
| Mongolia | 16.10 | 15 | 42.31 |
| Seychelles | 15.14 | 16 | 38.46 |
| Burma | 14.81 | 17 | 34.62 |
| Philippines | 14.75 | 18 | 30.77 |
| Papua New Guinea | 13.81 | 19 | 26.92 |
| Cambodia | 13.74 | 20 | 23.08 |
| Laos | 13.25 | 21 | 19.23 |
| North Korea | 12.94 | 22 | 15.38 |
| Vietnam | 12.03 | 23 | 11.54 |
| Bangladesh | 10.31 | 24 | 7.69 |
| Bhutan | 9.82 | 25 | 3.85 |
| Nepal | 8.79 | 26 | 0.00 |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Total Inventories

| Countries | Value (total assets = 100) | Rank | Percentile | Region |
|--------------------|----------------------------|-----------|--------------|-----------------|
| Finland | 36.71 | 1 | 98.11 | Europe |
| Denmark | 36.26 | 2 | 96.23 | Europe |
| Portugal | 33.02 | 3 | 94.34 | Europe |
| Australia | 32.70 | 4 | 92.45 | Oceana |
| South Africa | 32.61 | 5 | 90.57 | Africa |
| Netherlands | 31.45 | 6 | 88.68 | Europe |
| Austria | 29.27 | 7 | 86.79 | Europe |
| Germany | 25.67 | 8 | 84.91 | Europe |
| France | 25.08 | 9 | 83.02 | Europe |
| Pakistan | 24.33 | 10 | 81.13 | the Middle East |
| Italy | 24.09 | 11 | 79.25 | Europe |
| Canada | 23.16 | 12 | 77.36 | North America |
| Indonesia | 23.14 | 13 | 75.47 | Asia |
| Belgium | 22.74 | 14 | 73.58 | Europe |
| Sweden | 21.45 | 16 | 69.81 | Europe |
| the United Kingdom | 20.72 | 17 | 67.92 | Europe |
| USA | 20.59 | 18 | 66.04 | North America |
| Mexico | 19.95 | 19 | 64.15 | Latin America |
| Greece | 18.49 | 21 | 60.38 | Europe |
| Singapore | 18.03 | 22 | 58.49 | Asia |
| China | 17.87 | 23 | 56.60 | Asia |
| Chile | 17.37 | 25 | 52.83 | Latin America |
| Russian Federation | 17.33 | 26 | 50.94 | Europe |
| Spain | 17.00 | 27 | 49.06 | Europe |
| Czech Republic | 16.46 | 28 | 47.17 | Europe |
| India | 15.90 | 29 | 45.28 | Asia |
| Malaysia | 15.62 | 30 | 43.40 | Asia |
| Israel | 15.58 | 31 | 41.51 | the Middle East |
| Hungary | 15.57 | 32 | 39.62 | Europe |
| Ireland | 15.45 | 33 | 37.74 | Europe |
| Argentina | 15.34 | 34 | 35.85 | Latin America |
| Brazil | 14.60 | 35 | 33.96 | Latin America |
| Norway | 14.16 | 36 | 32.08 | Europe |
| Switzerland | 13.91 | 37 | 30.19 | Europe |
| Thailand | 13.23 | 38 | 28.30 | Asia |
| Taiwan | 12.88 | 39 | 26.42 | Asia |
| Poland | 12.74 | 40 | 24.53 | Europe |
| Turkey | 12.20 | 42 | 20.75 | the Middle East |
| Luxembourg | 12.03 | 43 | 18.87 | Europe |
| Japan | 11.28 | 44 | 16.98 | Asia |
| New Zealand | 10.58 | 46 | 13.21 | Oceana |
| Hong Kong | 10.37 | 47 | 11.32 | Asia |
| Peru | 9.78 | 49 | 7.55 | Latin America |
| South Korea | 7.63 | 50 | 5.66 | Asia |
| Philippines | 2.60 | 52 | 1.89 | Asia |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

**Total Inventories
(Aircraft Engines and Engine Parts Manufacturing)**

| Countries in Asia | Value (total assets = 100) | Rank | Percentile |
|-------------------|----------------------------|-----------|--------------|
| Indonesia | 23.14 | 1 | 96.15 |
| Maldives | 21.09 | 2 | 92.31 |
| Singapore | 18.03 | 3 | 88.46 |
| China | 17.87 | 4 | 84.62 |
| Seychelles | 16.17 | 5 | 80.77 |
| India | 15.90 | 6 | 76.92 |
| Malaysia | 15.62 | 7 | 73.08 |
| Macau | 15.11 | 8 | 69.23 |
| Thailand | 13.23 | 9 | 65.38 |
| Taiwan | 12.88 | 10 | 61.54 |
| Brunei | 12.56 | 11 | 57.69 |
| Cambodia | 12.07 | 12 | 53.85 |
| Mongolia | 11.81 | 13 | 50.00 |
| Laos | 11.64 | 14 | 46.15 |
| Japan | 11.28 | 15 | 42.31 |
| Papua New Guinea | 11.19 | 16 | 38.46 |
| Vietnam | 10.56 | 17 | 34.62 |
| Hong Kong | 10.37 | 18 | 30.77 |
| North Korea | 9.49 | 19 | 26.92 |
| Bangladesh | 9.05 | 20 | 23.08 |
| Bhutan | 8.62 | 21 | 19.23 |
| Nepal | 7.71 | 22 | 15.38 |
| South Korea | 7.63 | 23 | 11.54 |
| Sri Lanka | 6.76 | 24 | 7.69 |
| Burma | 2.61 | 25 | 3.85 |
| Philippines | 2.60 | 26 | 0.00 |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Current Assets - Total

| Countries | Value (total assets = 100) | Rank | Percentile | Region |
|--------------------|----------------------------|-----------|--------------|-----------------|
| Pakistan | 85.51 | 1 | 98.11 | the Middle East |
| Finland | 83.14 | 2 | 96.23 | Europe |
| New Zealand | 71.73 | 4 | 92.45 | Oceania |
| France | 70.66 | 5 | 90.57 | Europe |
| Hong Kong | 70.29 | 6 | 88.68 | Asia |
| Austria | 68.42 | 7 | 86.79 | Europe |
| Denmark | 67.89 | 8 | 84.91 | Europe |
| Spain | 65.57 | 9 | 83.02 | Europe |
| Belgium | 64.34 | 10 | 81.13 | Europe |
| Italy | 63.23 | 11 | 79.25 | Europe |
| China | 62.31 | 12 | 77.36 | Asia |
| Netherlands | 61.34 | 13 | 75.47 | Europe |
| Greece | 60.78 | 14 | 73.58 | Europe |
| Indonesia | 60.36 | 15 | 71.70 | Asia |
| South Africa | 60.33 | 16 | 69.81 | Africa |
| Israel | 60.11 | 17 | 67.92 | the Middle East |
| Ireland | 59.61 | 18 | 66.04 | Europe |
| Sweden | 57.10 | 19 | 64.15 | Europe |
| Australia | 56.96 | 20 | 62.26 | Oceania |
| Turkey | 56.64 | 22 | 58.49 | the Middle East |
| Germany | 56.60 | 23 | 56.60 | Europe |
| Canada | 56.08 | 24 | 54.72 | North America |
| Singapore | 55.48 | 25 | 52.83 | Asia |
| Switzerland | 55.47 | 26 | 50.94 | Europe |
| Portugal | 55.36 | 27 | 49.06 | Europe |
| Czech Republic | 54.11 | 28 | 47.17 | Europe |
| Brazil | 53.16 | 29 | 45.28 | Latin America |
| Malaysia | 53.14 | 30 | 43.40 | Asia |
| Norway | 51.54 | 31 | 41.51 | Europe |
| Argentina | 50.40 | 32 | 39.62 | Latin America |
| USA | 50.39 | 33 | 37.74 | North America |
| the United Kingdom | 50.25 | 34 | 35.85 | Europe |
| Thailand | 49.82 | 35 | 33.96 | Asia |
| Taiwan | 49.67 | 36 | 32.08 | Asia |
| Japan | 48.36 | 37 | 30.19 | Asia |
| Luxembourg | 47.97 | 39 | 26.42 | Europe |
| India | 47.93 | 40 | 24.53 | Asia |
| Russian Federation | 47.44 | 41 | 22.64 | Europe |
| Mexico | 45.47 | 42 | 20.75 | Latin America |
| Chile | 45.42 | 43 | 18.87 | Latin America |
| South Korea | 44.55 | 44 | 16.98 | Asia |
| Hungary | 42.62 | 45 | 15.09 | Europe |
| Peru | 36.81 | 49 | 7.55 | Latin America |
| Poland | 34.86 | 50 | 5.66 | Europe |
| Philippines | 21.41 | 52 | 1.89 | Asia |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

**Current Assets - Total
(Aircraft Engines and Engine Parts Manufacturing)**

| Countries in Asia | Value (total assets = 100) | Rank | Percentile |
|-------------------|----------------------------|-----------|--------------|
| Sri Lanka | 74.66 | 1 | 96.15 |
| Hong Kong | 70.29 | 2 | 92.31 |
| China | 62.31 | 3 | 88.46 |
| Indonesia | 60.36 | 4 | 84.62 |
| Singapore | 55.48 | 5 | 80.77 |
| Maldives | 55.03 | 6 | 76.92 |
| Malaysia | 53.14 | 7 | 73.08 |
| Brunei | 50.09 | 8 | 69.23 |
| Thailand | 49.82 | 9 | 65.38 |
| Taiwan | 49.67 | 10 | 61.54 |
| Macau | 49.66 | 11 | 57.69 |
| Japan | 48.36 | 12 | 53.85 |
| India | 47.93 | 13 | 50.00 |
| South Korea | 44.55 | 14 | 46.15 |
| Mongolia | 44.44 | 15 | 42.31 |
| Seychelles | 44.27 | 16 | 38.46 |
| Cambodia | 36.37 | 17 | 34.62 |
| North Korea | 35.73 | 18 | 30.77 |
| Laos | 35.07 | 19 | 26.92 |
| Vietnam | 31.82 | 20 | 23.08 |
| Papua New Guinea | 31.22 | 21 | 19.23 |
| Bangladesh | 27.28 | 22 | 15.38 |
| Bhutan | 25.98 | 23 | 11.54 |
| Nepal | 23.25 | 24 | 7.69 |
| Burma | 21.49 | 25 | 3.85 |
| Philippines | 21.41 | 26 | 0.00 |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Property Plant and Equipment - Net

| Countries | Value (total assets = 100) | Rank | Percentile | Region |
|--------------------|----------------------------|-----------|--------------|-----------------|
| Mexico | 51.31 | 1 | 98.11 | Latin America |
| Thailand | 47.17 | 3 | 94.34 | Asia |
| Philippines | 46.53 | 4 | 92.45 | Asia |
| South Korea | 43.08 | 5 | 90.57 | Asia |
| Japan | 39.84 | 6 | 88.68 | Asia |
| Malaysia | 38.90 | 9 | 83.02 | Asia |
| Portugal | 38.18 | 10 | 81.13 | Europe |
| India | 38.15 | 11 | 79.25 | Asia |
| Indonesia | 38.02 | 12 | 77.36 | Asia |
| Brazil | 36.25 | 15 | 71.70 | Latin America |
| Canada | 36.19 | 16 | 69.81 | North America |
| Peru | 34.85 | 18 | 66.04 | Latin America |
| Australia | 34.67 | 19 | 64.15 | Oceania |
| Netherlands | 34.27 | 20 | 62.26 | Europe |
| Turkey | 32.17 | 22 | 58.49 | the Middle East |
| Russian Federation | 32.12 | 23 | 56.60 | Europe |
| Chile | 31.44 | 24 | 54.72 | Latin America |
| China | 31.32 | 25 | 52.83 | Asia |
| Singapore | 31.06 | 26 | 50.94 | Asia |
| the United Kingdom | 30.37 | 27 | 49.06 | Europe |
| South Africa | 30.29 | 28 | 47.17 | Africa |
| Sweden | 29.88 | 29 | 45.28 | Europe |
| Spain | 29.61 | 30 | 43.40 | Europe |
| Hungary | 28.86 | 31 | 41.51 | Europe |
| Switzerland | 28.78 | 32 | 39.62 | Europe |
| Germany | 28.77 | 33 | 37.74 | Europe |
| USA | 28.24 | 34 | 35.85 | North America |
| Israel | 27.15 | 35 | 33.96 | the Middle East |
| Ireland | 26.92 | 36 | 32.08 | Europe |
| Luxembourg | 24.89 | 38 | 28.30 | Europe |
| Norway | 24.21 | 39 | 26.42 | Europe |
| Poland | 23.60 | 40 | 24.53 | Europe |
| Denmark | 23.04 | 41 | 22.64 | Europe |
| New Zealand | 22.51 | 42 | 20.75 | Oceania |
| Taiwan | 22.43 | 43 | 18.87 | Asia |
| Italy | 22.41 | 44 | 16.98 | Europe |
| Hong Kong | 22.05 | 45 | 15.09 | Asia |
| Greece | 22.00 | 46 | 13.21 | Europe |
| Austria | 21.52 | 47 | 11.32 | Europe |
| France | 20.98 | 48 | 9.43 | Europe |
| Belgium | 20.55 | 49 | 7.55 | Europe |
| Czech Republic | 19.59 | 50 | 5.66 | Europe |
| Argentina | 18.24 | 51 | 3.77 | Latin America |
| Pakistan | 14.21 | 52 | 1.89 | the Middle East |
| Finland | 8.36 | 53 | 0.00 | Europe |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Property Plant and Equipment - Net
(Aircraft Engines and Engine Parts Manufacturing)

| Countries in Asia | Value (total assets = 100) | Rank | Percentile |
|-------------------|----------------------------|-----------|--------------|
| Thailand | 47.17 | 1 | 96.15 |
| Burma | 46.70 | 2 | 92.31 |
| Philippines | 46.53 | 3 | 88.46 |
| South Korea | 43.08 | 4 | 84.62 |
| Mongolia | 42.08 | 5 | 80.77 |
| Japan | 39.84 | 6 | 76.92 |
| Malaysia | 38.90 | 7 | 73.08 |
| India | 38.15 | 8 | 69.23 |
| Indonesia | 38.02 | 9 | 65.38 |
| Maldives | 34.67 | 10 | 61.54 |
| Papua New Guinea | 34.48 | 11 | 57.69 |
| North Korea | 33.83 | 12 | 53.85 |
| China | 31.32 | 13 | 50.00 |
| Singapore | 31.06 | 14 | 46.15 |
| Seychelles | 29.97 | 15 | 42.31 |
| Cambodia | 28.95 | 16 | 38.46 |
| Laos | 27.92 | 17 | 34.62 |
| Brunei | 25.99 | 18 | 30.77 |
| Sri Lanka | 25.34 | 19 | 26.92 |
| Vietnam | 25.33 | 20 | 23.08 |
| Taiwan | 22.43 | 21 | 19.23 |
| Hong Kong | 22.05 | 22 | 15.38 |
| Bangladesh | 21.71 | 23 | 11.54 |
| Bhutan | 20.68 | 24 | 7.69 |
| Nepal | 18.51 | 25 | 3.85 |
| Macau | 17.98 | 26 | 0.00 |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Accumulated Depreciation - Total

| Countries | Value (total assets = 100) | Rank | Percentile | Region |
|--------------------|----------------------------|-----------|--------------|-----------------|
| Mexico | 72.22 | 1 | 98.11 | Latin America |
| Japan | 66.24 | 3 | 94.34 | Asia |
| Switzerland | 54.28 | 4 | 92.45 | Europe |
| Spain | 51.84 | 5 | 90.57 | Europe |
| Germany | 49.86 | 6 | 88.68 | Europe |
| India | 49.14 | 7 | 86.79 | Asia |
| Thailand | 47.53 | 9 | 83.02 | Asia |
| Israel | 47.52 | 10 | 81.13 | the Middle East |
| Ireland | 47.13 | 11 | 79.25 | Europe |
| Luxembourg | 46.94 | 12 | 77.36 | Europe |
| Brazil | 45.56 | 13 | 75.47 | Latin America |
| Netherlands | 39.43 | 15 | 71.70 | Europe |
| Taiwan | 39.27 | 16 | 69.81 | Asia |
| Turkey | 37.93 | 17 | 67.92 | the Middle East |
| Peru | 35.12 | 19 | 64.15 | Latin America |
| Denmark | 32.13 | 21 | 60.38 | Europe |
| Russian Federation | 31.34 | 23 | 56.60 | Europe |
| Portugal | 31.02 | 24 | 54.72 | Europe |
| Belgium | 30.88 | 25 | 52.83 | Europe |
| South Africa | 29.69 | 26 | 50.94 | Africa |
| Italy | 29.23 | 27 | 49.06 | Europe |
| Hungary | 28.16 | 28 | 47.17 | Europe |
| Sweden | 27.88 | 29 | 45.28 | Europe |
| France | 27.10 | 30 | 43.40 | Europe |
| Canada | 26.97 | 31 | 41.51 | North America |
| Austria | 26.91 | 32 | 39.62 | Europe |
| South Korea | 25.10 | 33 | 37.74 | Asia |
| Philippines | 24.50 | 34 | 35.85 | Asia |
| the United Kingdom | 24.25 | 35 | 33.96 | Europe |
| USA | 23.73 | 36 | 32.08 | North America |
| Pakistan | 23.38 | 37 | 30.19 | the Middle East |
| Poland | 23.03 | 38 | 28.30 | Europe |
| Finland | 22.50 | 39 | 26.42 | Europe |
| Malaysia | 21.72 | 40 | 24.53 | Asia |
| China | 19.74 | 42 | 20.75 | Asia |
| Australia | 17.72 | 43 | 18.87 | Oceania |
| Singapore | 17.29 | 44 | 16.98 | Asia |
| New Zealand | 14.90 | 45 | 15.09 | Oceania |
| Hong Kong | 14.60 | 46 | 13.21 | Asia |
| Chile | 14.11 | 47 | 11.32 | Latin America |
| Norway | 13.27 | 48 | 9.43 | Europe |
| Greece | 11.65 | 49 | 7.55 | Europe |
| Indonesia | 10.86 | 50 | 5.66 | Asia |
| Czech Republic | 10.37 | 51 | 3.77 | Europe |
| Argentina | 9.66 | 53 | 0.00 | Latin America |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

**Accumulated Depreciation - Total
(Aircraft Engines and Engine Parts Manufacturing)**

| Countries in Asia | Value (total assets = 100) | Rank | Percentile |
|-------------------|----------------------------|----------|--------------|
| Japan | 66.24 | 1 | 96.15 |
| India | 49.14 | 2 | 92.31 |
| Brunei | 49.01 | 3 | 88.46 |
| Thailand | 47.53 | 4 | 84.62 |
| Papua New Guinea | 44.03 | 5 | 80.77 |
| Mongolia | 42.40 | 6 | 76.92 |
| Taiwan | 39.27 | 7 | 73.08 |
| Cambodia | 37.29 | 8 | 69.23 |
| Laos | 35.95 | 9 | 65.38 |
| North Korea | 34.09 | 10 | 61.54 |
| Sri Lanka | 32.88 | 11 | 57.69 |
| Vietnam | 32.63 | 12 | 53.85 |
| Seychelles | 29.25 | 13 | 50.00 |
| Bangladesh | 27.96 | 14 | 46.15 |
| Bhutan | 26.63 | 15 | 42.31 |
| South Korea | 25.10 | 16 | 38.46 |
| Burma | 24.58 | 17 | 34.62 |
| Philippines | 24.50 | 18 | 30.77 |
| Nepal | 23.84 | 19 | 26.92 |
| Malaysia | 21.72 | 20 | 23.08 |
| China | 19.74 | 21 | 19.23 |
| Singapore | 17.29 | 22 | 15.38 |
| Hong Kong | 14.60 | 23 | 11.54 |
| Indonesia | 10.86 | 24 | 7.69 |
| Maldives | 9.90 | 25 | 3.85 |
| Macau | 9.51 | 26 | 0.00 |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Intangible Other Assets

| Countries | Value (total assets = 100) | Rank | Percentile | Region |
|--------------------|----------------------------|-----------|--------------|-----------------|
| the United Kingdom | 16.00 | 1 | 97.92 | Europe |
| USA | 15.37 | 2 | 95.83 | North America |
| Norway | 12.90 | 3 | 93.75 | Europe |
| Denmark | 9.01 | 4 | 91.67 | Europe |
| Italy | 8.04 | 5 | 89.58 | Europe |
| Belgium | 7.57 | 6 | 87.50 | Europe |
| Switzerland | 7.17 | 7 | 85.42 | Europe |
| Luxembourg | 6.20 | 9 | 81.25 | Europe |
| Germany | 5.69 | 10 | 79.17 | Europe |
| Sweden | 5.43 | 11 | 77.08 | Europe |
| Mexico | 5.02 | 12 | 75.00 | Latin America |
| France | 4.98 | 13 | 72.92 | Europe |
| Canada | 4.83 | 14 | 70.83 | North America |
| Finland | 4.05 | 16 | 66.67 | Europe |
| Austria | 3.87 | 17 | 64.58 | Europe |
| Australia | 3.66 | 18 | 62.50 | Oceania |
| New Zealand | 2.60 | 19 | 60.42 | Oceania |
| Hong Kong | 2.54 | 20 | 58.33 | Asia |
| Russian Federation | 2.05 | 22 | 54.17 | Europe |
| Hungary | 1.85 | 23 | 52.08 | Europe |
| China | 1.80 | 24 | 50.00 | Asia |
| Poland | 1.51 | 25 | 47.92 | Europe |
| South Korea | 1.37 | 26 | 45.83 | Asia |
| Spain | 1.15 | 27 | 43.75 | Europe |
| Philippines | 1.07 | 28 | 41.67 | Asia |
| Israel | 1.06 | 29 | 39.58 | the Middle East |
| Ireland | 1.05 | 30 | 37.50 | Europe |
| Malaysia | 1.02 | 31 | 35.42 | Asia |
| Taiwan | 0.87 | 33 | 31.25 | Asia |
| Turkey | 0.75 | 34 | 29.17 | the Middle East |
| Japan | 0.73 | 35 | 27.08 | Asia |
| Thailand | 0.45 | 36 | 25.00 | Asia |
| Netherlands | 0.40 | 37 | 22.92 | Europe |
| Peru | 0.33 | 40 | 16.67 | Latin America |
| Portugal | 0.27 | 41 | 14.58 | Europe |
| Singapore | 0.24 | 42 | 12.50 | Asia |
| Greece | 0.23 | 43 | 10.42 | Europe |
| Chile | 0.22 | 44 | 8.33 | Latin America |
| Czech Republic | 0.20 | 45 | 6.25 | Europe |
| Argentina | 0.19 | 46 | 4.17 | Latin America |
| India | 0.16 | 47 | 2.08 | Asia |
| South Africa | 0.11 | 48 | 0.00 | Africa |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

**Intangible Other Assets
(Aircraft Engines and Engine Parts Manufacturing)**

| Countries in Asia | Value (total assets = 100) | Rank | Percentile |
|-------------------|----------------------------|-----------|--------------|
| Brunei | 6.48 | 1 | 95.65 |
| Papua New Guinea | 5.73 | 2 | 91.30 |
| Hong Kong | 2.54 | 3 | 86.96 |
| Seychelles | 1.92 | 4 | 82.61 |
| China | 1.80 | 5 | 78.26 |
| South Korea | 1.37 | 6 | 73.91 |
| Burma | 1.08 | 7 | 69.57 |
| Philippines | 1.07 | 8 | 65.22 |
| Malaysia | 1.02 | 9 | 60.87 |
| Taiwan | 0.87 | 10 | 56.52 |
| Japan | 0.73 | 11 | 52.17 |
| Thailand | 0.45 | 12 | 47.83 |
| Mongolia | 0.40 | 13 | 43.48 |
| North Korea | 0.32 | 14 | 39.13 |
| Singapore | 0.24 | 15 | 34.78 |
| Macau | 0.19 | 16 | 30.43 |
| India | 0.16 | 17 | 26.09 |
| Cambodia | 0.12 | 18 | 21.74 |
| Laos | 0.12 | 19 | 17.39 |
| Vietnam | 0.11 | 20 | 13.04 |
| Bangladesh | 0.09 | 21 | 8.70 |
| Bhutan | 0.09 | 22 | 4.35 |
| Nepal | 0.08 | 23 | 0.00 |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

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 aircraft engines and engine parts manufacturing 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.
- **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 Income.** Deferred income is commonly defined as the amount for services rendered that has not yet been received.
- **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.
 - **Long Term Debt.** Long-term debt is defined to be due in a period exceeding one year or one operating cycle, whichever is longer. Long-term debt can have an extended repayment period such as a many-year mortgage on land and buildings, or debt that's intended to be permanent such as bonds issued to investors.
 - **Long Term Debt Excluding Capitalized Leases.** Long term debt excluding capitalized leases is defined as debt which is typically due in a period exceeding one year or one operating cycle, whichever is longer, less capitalized leases (see Long Term Debt for exceptions). Capital leases are generally recorded as assets with liability at the current value of the lease payment.
 - **Minority Interest.** Minority interest is the proportional share of the minority ownership's interest (less than 50 percent) in the earnings or losses.
 - **Non-Equity Reserves.** Non-equity reserves are the amount set aside for losses or liabilities which are certain to arise but cannot be quantified with certainty, and are not part of the firm's equity.
 - **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 aircraft engines and engine parts manufacturing 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.

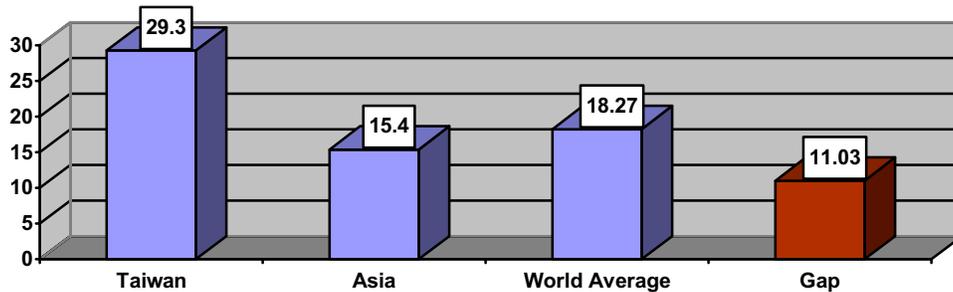
| Liability Structure | Taiwan | Asia | World Avg. |
|---|---------------|---------------|---------------|
| Accounts Payable | 29.30 | 15.40 | 18.27 |
| Short Term Debt & Current Portion of Long Term Debt | 1.50 | 10.28 | 10.76 |
| Accrued Payroll | 1.24 | 0.93 | 0.63 |
| Income Taxes Payable | 1.04 | 1.96 | 2.19 |
| Other Current Liabilities | 8.98 | 7.43 | 10.26 |
| Current Liabilities - Total | 40.54 | 33.10 | 38.93 |
| Long Term Debt | 0.71 | 6.00 | 8.75 |
| Long Term Debt Excluding Capitalized Leases | 0.71 | 5.41 | 7.90 |
| Provision For Risks and Charges | 0.67 | 2.07 | 1.83 |
| Deferred Income | 0.06 | 1.95 | 0.63 |
| Deferred Taxes | 0.10 | 0.95 | 0.91 |
| Other Liabilities | 2.32 | 2.12 | 1.50 |
| Total Liabilities | 44.16 | 43.34 | 51.47 |
| Non-Equity Reserves | 1.12 | 0.09 | 0.05 |
| Minority Interest | 0.16 | 2.10 | 1.61 |
| Common Equity | 30.31 | 41.33 | 39.97 |
| Common Stock | 3.57 | 14.13 | 12.64 |
| Revaluation Reserves | 2.16 | 0.46 | 1.07 |
| Other Appropriated Reserves | 0.59 | 3.94 | 2.95 |
| Unappropriated Reserves | 20.74 | 11.12 | 9.44 |
| Retained Earnings | 2.53 | 9.05 | 6.52 |
| Unrealized Foreign Exchange Gain/Loss | 0.15 | -0.03 | 0.00 |
| Total Liabilities & Shareholders Equity | 100.00 | 100.00 | 100.00 |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

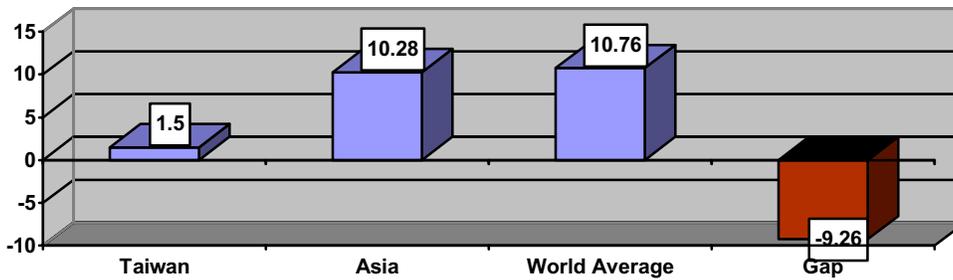
3.3.4 Large Variances: Liabilities

The following graphics summarize for aircraft engines and engine parts manufacturing 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.

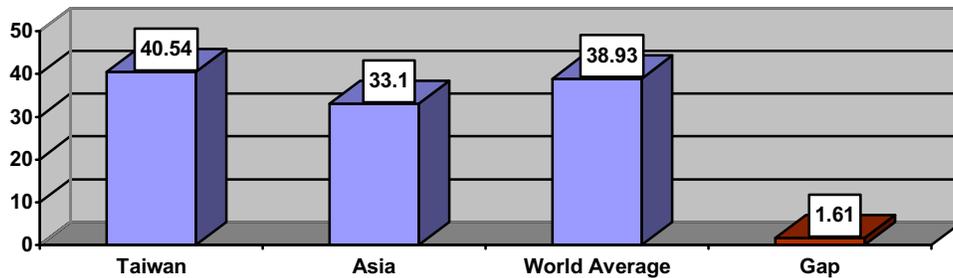
Gap: Accounts Payable



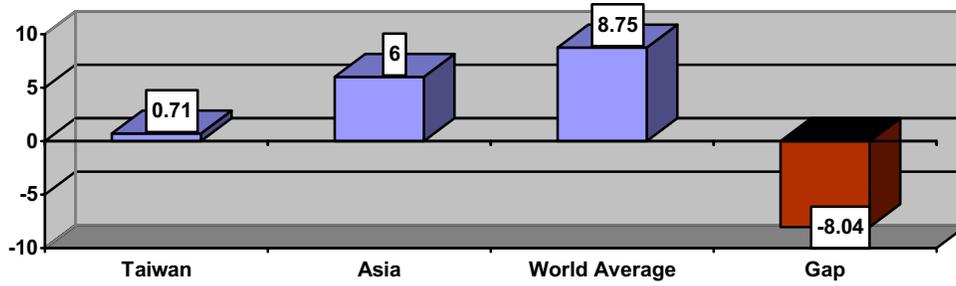
Gap: Short Term Debt & Current Portion of Long Term Debt



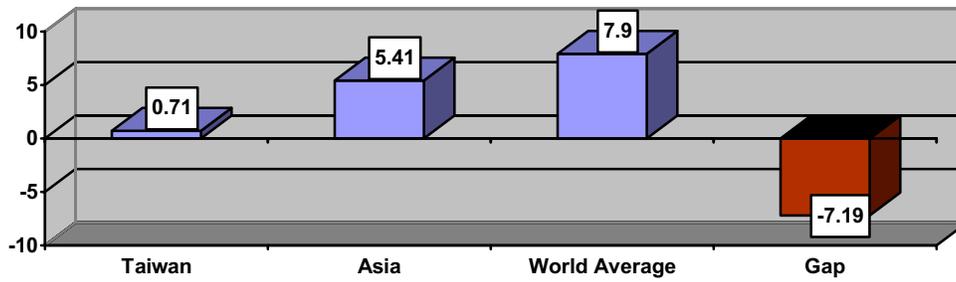
Gap: Current Liabilities - Total



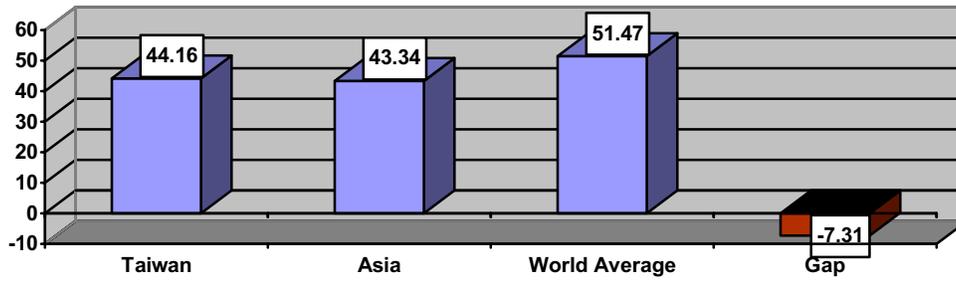
Gap: Long Term Debt



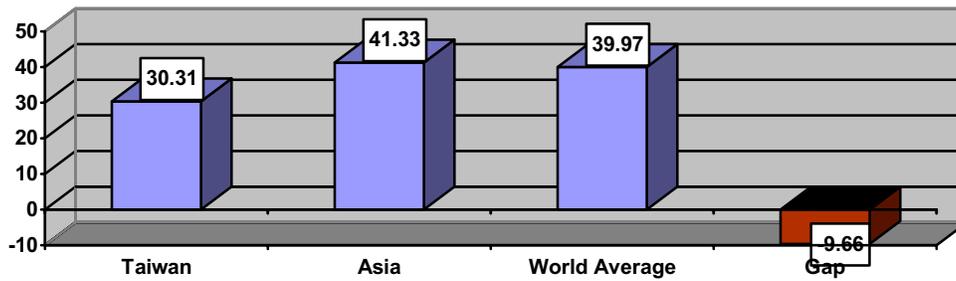
Gap: Long Term Debt Excluding Capitalized Leases



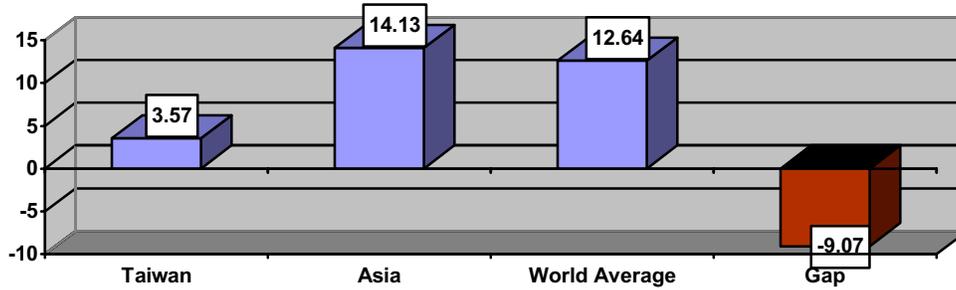
Gap: Total Liabilities



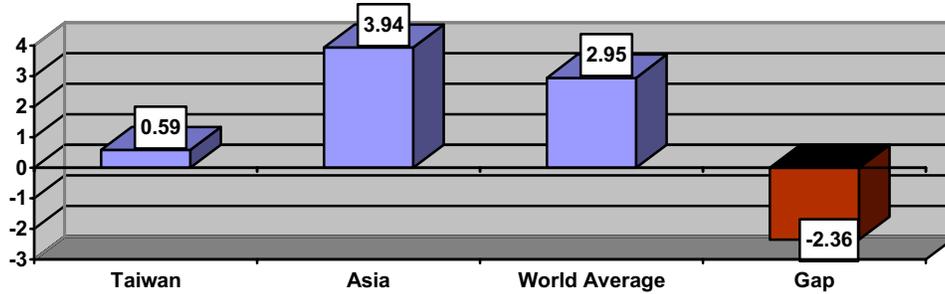
Gap: Common Equity



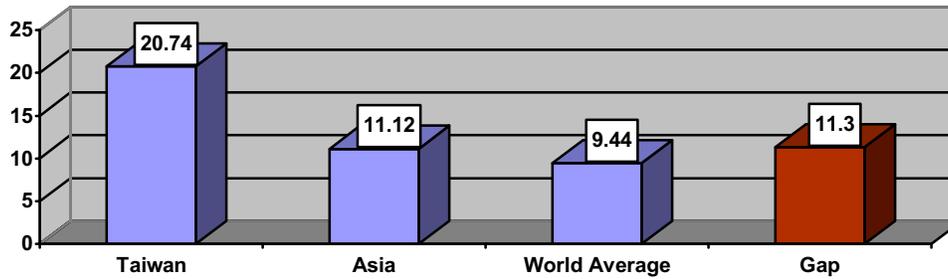
Gap: Common Stock



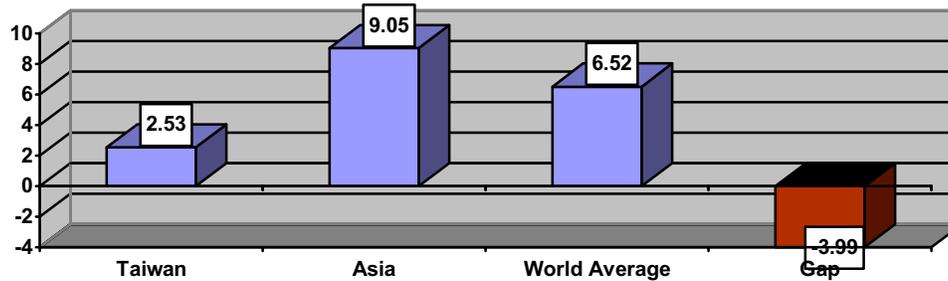
Gap: Other Appropriated Reserves



Gap: Unappropriated Reserves



Gap: Retained Earnings



3.3.5 Key Percentiles and Rankings

We now consider the distribution of liability ratios for aircraft engines and engine parts manufacturing 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. 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 | 29.30 | 7 of 53 | 86.79 |
| Short Term Debt & Current Portion of Long Term Debt | 1.50 | 52 of 53 | 1.89 |
| Accrued Payroll | 1.24 | 15 of 21 | 28.57 |
| Income Taxes Payable | 1.04 | 29 of 46 | 36.96 |
| Other Current Liabilities | 8.98 | 29 of 53 | 45.28 |
| Current Liabilities - Total | 40.54 | 24 of 53 | 54.72 |
| Long Term Debt | 0.71 | 46 of 52 | 11.54 |
| Long Term Debt Excluding Capitalized Leases | 0.71 | 46 of 46 | 0.00 |
| Provision For Risks and Charges | 0.67 | 30 of 36 | 16.67 |
| Deferred Income | 0.06 | 14 of 17 | 17.65 |
| Deferred Taxes | 0.10 | 26 of 41 | 36.59 |
| Other Liabilities | 2.32 | 18 of 42 | 57.14 |
| Total Liabilities | 44.16 | 41 of 53 | 22.64 |
| Non-Equity Reserves | 1.12 | 5 of 20 | 75.00 |
| Minority Interest | 0.16 | 42 of 43 | 2.33 |
| Common Equity | 30.31 | 40 of 53 | 24.53 |
| Common Stock | 3.57 | 46 of 52 | 11.54 |
| Revaluation Reserves | 2.16 | 11 of 27 | 59.26 |
| Other Appropriated Reserves | 0.59 | 41 of 45 | 8.89 |
| Unappropriated Reserves | 20.74 | 7 of 31 | 77.42 |
| Retained Earnings | 2.53 | 36 of 47 | 23.40 |
| Unrealized Foreign Exchange Gain/Loss | 0.15 | 9 of 24 | 62.50 |
| Total Liabilities & Shareholders Equity | 100.00 | | |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Accounts Payable

| Countries | Value (total liabilities & equity = 100) | Rank | Percentile | Region |
|--------------------|--|----------|--------------|-----------------|
| Spain | 38.67 | 1 | 98.11 | Europe |
| Russian Federation | 35.73 | 3 | 94.34 | Europe |
| Israel | 35.45 | 4 | 92.45 | the Middle East |
| Ireland | 35.16 | 5 | 90.57 | Europe |
| Hungary | 32.11 | 6 | 88.68 | Europe |
| Taiwan | 29.30 | 7 | 86.79 | Asia |
| Indonesia | 28.11 | 8 | 84.91 | Asia |
| Canada | 27.47 | 9 | 83.02 | North America |
| Poland | 26.26 | 11 | 79.25 | Europe |
| India | 24.98 | 12 | 77.36 | Asia |
| France | 21.68 | 13 | 75.47 | Europe |
| China | 21.32 | 14 | 73.58 | Asia |
| Italy | 20.59 | 15 | 71.70 | Europe |
| Turkey | 19.86 | 16 | 69.81 | the Middle East |
| South Africa | 18.82 | 17 | 67.92 | Africa |
| Japan | 18.36 | 18 | 66.04 | Asia |
| Belgium | 17.83 | 19 | 64.15 | Europe |
| Greece | 17.76 | 20 | 62.26 | Europe |
| South Korea | 16.09 | 21 | 60.38 | Asia |
| Czech Republic | 15.81 | 22 | 58.49 | Europe |
| Switzerland | 15.31 | 23 | 56.60 | Europe |
| the United Kingdom | 15.21 | 24 | 54.72 | Europe |
| New Zealand | 15.19 | 25 | 52.83 | Oceania |
| Hong Kong | 14.89 | 26 | 50.94 | Asia |
| Argentina | 14.73 | 27 | 49.06 | Latin America |
| Luxembourg | 13.24 | 29 | 45.28 | Europe |
| Pakistan | 13.19 | 30 | 43.40 | the Middle East |
| Finland | 12.61 | 31 | 41.51 | Europe |
| Denmark | 12.58 | 32 | 39.62 | Europe |
| Australia | 12.45 | 33 | 37.74 | Oceania |
| Netherlands | 11.50 | 34 | 35.85 | Europe |
| Chile | 10.88 | 35 | 33.96 | Latin America |
| Singapore | 10.86 | 36 | 32.08 | Asia |
| Austria | 10.85 | 37 | 30.19 | Europe |
| USA | 10.78 | 38 | 28.30 | North America |
| Mexico | 10.22 | 39 | 26.42 | Latin America |
| Sweden | 9.82 | 40 | 24.53 | Europe |
| Portugal | 9.55 | 41 | 22.64 | Europe |
| Germany | 9.19 | 43 | 18.87 | Europe |
| Thailand | 8.91 | 44 | 16.98 | Asia |
| Norway | 8.64 | 45 | 15.09 | Europe |
| Malaysia | 7.11 | 48 | 9.43 | Asia |
| Peru | 6.59 | 50 | 5.66 | Latin America |
| Brazil | 6.00 | 51 | 3.77 | Latin America |
| Philippines | 2.10 | 52 | 1.89 | Asia |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

**Accounts Payable
(Aircraft Engines and Engine Parts Manufacturing)**

| Countries in Asia | Value (total liabilities & equity = 100) | Rank | Percentile |
|-------------------|--|----------|--------------|
| Seychelles | 33.35 | 1 | 96.15 |
| Taiwan | 29.30 | 2 | 92.31 |
| Indonesia | 28.11 | 3 | 88.46 |
| Maldives | 25.63 | 4 | 84.62 |
| India | 24.98 | 5 | 80.77 |
| China | 21.32 | 6 | 76.92 |
| Cambodia | 18.95 | 7 | 73.08 |
| Japan | 18.36 | 8 | 69.23 |
| Laos | 18.28 | 9 | 65.38 |
| Vietnam | 16.58 | 10 | 61.54 |
| South Korea | 16.09 | 11 | 57.69 |
| Hong Kong | 14.89 | 12 | 53.85 |
| Macau | 14.51 | 13 | 50.00 |
| Sri Lanka | 14.48 | 14 | 46.15 |
| Bangladesh | 14.21 | 15 | 42.31 |
| Brunei | 13.82 | 16 | 38.46 |
| Bhutan | 13.54 | 17 | 34.62 |
| Nepal | 12.12 | 18 | 30.77 |
| Singapore | 10.86 | 19 | 26.92 |
| Thailand | 8.91 | 20 | 23.08 |
| Mongolia | 7.95 | 21 | 19.23 |
| Malaysia | 7.11 | 22 | 15.38 |
| Papua New Guinea | 6.53 | 23 | 11.54 |
| North Korea | 6.39 | 24 | 7.69 |
| Burma | 2.10 | 25 | 3.85 |
| Philippines | 2.10 | 26 | 0.00 |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Current Liabilities - Total

| Countries | Value (total liabilities & equity = 100) | Rank | Percentile | Region |
|--------------------|--|-----------|--------------|-----------------|
| Pakistan | 68.47 | 1 | 98.11 | the Middle East |
| Russian Federation | 67.11 | 3 | 94.34 | Europe |
| Hungary | 60.30 | 4 | 92.45 | Europe |
| Spain | 53.51 | 6 | 88.68 | Europe |
| France | 53.31 | 7 | 86.79 | Europe |
| Poland | 49.31 | 8 | 84.91 | Europe |
| Netherlands | 49.09 | 9 | 83.02 | Europe |
| Israel | 49.05 | 10 | 81.13 | the Middle East |
| Ireland | 48.65 | 11 | 79.25 | Europe |
| Italy | 47.79 | 12 | 77.36 | Europe |
| China | 47.75 | 13 | 75.47 | Asia |
| Portugal | 47.44 | 14 | 73.58 | Europe |
| Belgium | 46.31 | 15 | 71.70 | Europe |
| Austria | 46.26 | 16 | 69.81 | Europe |
| Greece | 42.48 | 17 | 67.92 | Europe |
| South Korea | 41.75 | 18 | 66.04 | Asia |
| New Zealand | 41.50 | 19 | 64.15 | Oceania |
| Japan | 41.41 | 20 | 62.26 | Asia |
| Finland | 40.84 | 21 | 60.38 | Europe |
| Mexico | 40.67 | 22 | 58.49 | Latin America |
| Hong Kong | 40.66 | 23 | 56.60 | Asia |
| Taiwan | 40.54 | 24 | 54.72 | Asia |
| the United Kingdom | 40.46 | 25 | 52.83 | Europe |
| Turkey | 40.07 | 26 | 50.94 | the Middle East |
| Denmark | 39.79 | 27 | 49.06 | Europe |
| India | 38.87 | 28 | 47.17 | Asia |
| Singapore | 37.97 | 29 | 45.28 | Asia |
| Czech Republic | 37.81 | 30 | 43.40 | Europe |
| Thailand | 37.57 | 32 | 39.62 | Asia |
| Norway | 36.58 | 33 | 37.74 | Europe |
| Germany | 36.32 | 34 | 35.85 | Europe |
| Canada | 35.96 | 35 | 33.96 | North America |
| Switzerland | 35.48 | 36 | 32.08 | Europe |
| Argentina | 35.22 | 37 | 30.19 | Latin America |
| Indonesia | 34.94 | 38 | 28.30 | Asia |
| Brazil | 34.37 | 39 | 26.42 | Latin America |
| Sweden | 33.12 | 40 | 24.53 | Europe |
| Luxembourg | 30.69 | 43 | 18.87 | Europe |
| South Africa | 30.43 | 44 | 16.98 | Africa |
| Australia | 29.69 | 45 | 15.09 | Oceania |
| USA | 29.47 | 46 | 13.21 | North America |
| Peru | 27.76 | 48 | 9.43 | Latin America |
| Chile | 25.72 | 49 | 7.55 | Latin America |
| Malaysia | 24.81 | 50 | 5.66 | Asia |
| Philippines | 15.31 | 52 | 1.89 | Asia |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Current Liabilities - Total
(Aircraft Engines and Engine Parts Manufacturing)

| Countries in Asia | Value (total liabilities & equity = 100) | Rank | Percentile |
|-------------------|--|----------|--------------|
| Seychelles | 62.63 | 1 | 96.15 |
| Sri Lanka | 55.75 | 2 | 92.31 |
| China | 47.75 | 3 | 88.46 |
| South Korea | 41.75 | 4 | 84.62 |
| Japan | 41.41 | 5 | 80.77 |
| Hong Kong | 40.66 | 6 | 76.92 |
| Taiwan | 40.54 | 7 | 73.08 |
| India | 38.87 | 8 | 69.23 |
| Singapore | 37.97 | 9 | 65.38 |
| Thailand | 37.57 | 10 | 61.54 |
| Indonesia | 34.94 | 11 | 57.69 |
| Macau | 34.71 | 12 | 53.85 |
| Mongolia | 33.52 | 13 | 50.00 |
| Brunei | 32.04 | 14 | 46.15 |
| Maldives | 31.86 | 15 | 42.31 |
| Cambodia | 29.50 | 16 | 38.46 |
| Laos | 28.44 | 17 | 34.62 |
| North Korea | 26.95 | 18 | 30.77 |
| Vietnam | 25.81 | 19 | 26.92 |
| Malaysia | 24.81 | 20 | 23.08 |
| Bangladesh | 22.12 | 21 | 19.23 |
| Bhutan | 21.07 | 22 | 15.38 |
| Papua New Guinea | 20.38 | 23 | 11.54 |
| Nepal | 18.86 | 24 | 7.69 |
| Burma | 15.36 | 25 | 3.85 |
| Philippines | 15.31 | 26 | 0.00 |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Long Term Debt

| Countries | Value (total liabilities & equity = 100) | Rank | Percentile | Region |
|--------------------|--|-----------|--------------|-----------------|
| Finland | 25.05 | 1 | 98.08 | Europe |
| Chile | 20.05 | 2 | 96.15 | Latin America |
| USA | 19.70 | 3 | 94.23 | North America |
| Netherlands | 19.70 | 4 | 92.31 | Europe |
| Norway | 18.09 | 5 | 90.38 | Europe |
| Portugal | 17.33 | 6 | 88.46 | Europe |
| India | 16.46 | 7 | 86.54 | Asia |
| Sweden | 16.09 | 8 | 84.62 | Europe |
| Italy | 14.86 | 9 | 82.69 | Europe |
| the United Kingdom | 13.20 | 10 | 80.77 | Europe |
| Germany | 12.86 | 11 | 78.85 | Europe |
| South Korea | 12.16 | 12 | 76.92 | Asia |
| Switzerland | 11.84 | 13 | 75.00 | Europe |
| Canada | 11.75 | 14 | 73.08 | North America |
| Brazil | 11.46 | 15 | 71.15 | Latin America |
| Japan | 11.38 | 16 | 69.23 | Asia |
| France | 11.29 | 17 | 67.31 | Europe |
| Mexico | 11.05 | 18 | 65.38 | Latin America |
| Luxembourg | 10.24 | 20 | 61.54 | Europe |
| Denmark | 10.05 | 22 | 57.69 | Europe |
| Russian Federation | 9.98 | 23 | 55.77 | Europe |
| Greece | 9.95 | 24 | 53.85 | Europe |
| Belgium | 9.47 | 25 | 51.92 | Europe |
| Australia | 9.44 | 26 | 50.00 | Oceania |
| Hungary | 8.97 | 27 | 48.08 | Europe |
| Czech Republic | 8.86 | 28 | 46.15 | Europe |
| Argentina | 8.25 | 29 | 44.23 | Latin America |
| Austria | 8.16 | 30 | 42.31 | Europe |
| Poland | 7.33 | 31 | 40.38 | Europe |
| South Africa | 7.07 | 32 | 38.46 | Africa |
| Singapore | 6.91 | 33 | 36.54 | Asia |
| Turkey | 5.87 | 34 | 34.62 | the Middle East |
| Malaysia | 4.09 | 36 | 30.77 | Asia |
| China | 3.11 | 37 | 28.85 | Asia |
| New Zealand | 2.01 | 39 | 25.00 | Oceania |
| Hong Kong | 1.97 | 40 | 23.08 | Asia |
| Philippines | 1.17 | 41 | 21.15 | Asia |
| Spain | 0.93 | 43 | 17.31 | Europe |
| Israel | 0.85 | 44 | 15.38 | the Middle East |
| Ireland | 0.85 | 45 | 13.46 | Europe |
| Taiwan | 0.71 | 46 | 11.54 | Asia |
| Indonesia | 0.11 | 47 | 9.62 | Asia |
| Thailand | 0.09 | 49 | 5.77 | Asia |
| Peru | 0.07 | 52 | 0.00 | Latin America |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Long Term Debt (Aircraft Engines and Engine Parts Manufacturing)

| Countries in Asia | Value (total liabilities & equity = 100) | Rank | Percentile |
|-------------------|--|-----------|--------------|
| India | 16.46 | 1 | 96.15 |
| Cambodia | 12.49 | 2 | 92.31 |
| South Korea | 12.16 | 3 | 88.46 |
| Laos | 12.05 | 4 | 84.62 |
| Japan | 11.38 | 5 | 80.77 |
| Vietnam | 10.93 | 6 | 76.92 |
| Brunei | 10.69 | 7 | 73.08 |
| Bangladesh | 9.37 | 8 | 69.23 |
| Seychelles | 9.31 | 9 | 65.38 |
| Bhutan | 8.92 | 10 | 61.54 |
| Macau | 8.13 | 11 | 57.69 |
| Nepal | 7.99 | 12 | 53.85 |
| Singapore | 6.91 | 13 | 50.00 |
| Sri Lanka | 4.28 | 14 | 46.15 |
| Malaysia | 4.09 | 15 | 42.31 |
| China | 3.11 | 16 | 38.46 |
| Papua New Guinea | 2.19 | 17 | 34.62 |
| Hong Kong | 1.97 | 18 | 30.77 |
| Burma | 1.17 | 19 | 26.92 |
| Philippines | 1.17 | 20 | 23.08 |
| Taiwan | 0.71 | 21 | 19.23 |
| Indonesia | 0.11 | 22 | 15.38 |
| Maldives | 0.10 | 23 | 11.54 |
| Thailand | 0.09 | 24 | 7.69 |
| Mongolia | 0.08 | 25 | 3.85 |
| North Korea | 0.06 | 26 | 0.00 |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Total Liabilities

| Countries | Value (total liabilities & equity = 100) | Rank | Percentile | Region |
|--------------------|--|-----------|--------------|-----------------|
| Russian Federation | 78.08 | 2 | 96.23 | Europe |
| Greece | 75.92 | 3 | 94.34 | Europe |
| Italy | 75.11 | 4 | 92.45 | Europe |
| Germany | 73.18 | 5 | 90.57 | Europe |
| Netherlands | 72.50 | 6 | 88.68 | Europe |
| Belgium | 71.73 | 7 | 86.79 | Europe |
| Hungary | 70.15 | 8 | 84.91 | Europe |
| France | 70.02 | 9 | 83.02 | Europe |
| Pakistan | 69.01 | 10 | 81.13 | the Middle East |
| Czech Republic | 67.59 | 11 | 79.25 | Europe |
| Austria | 66.72 | 12 | 77.36 | Europe |
| Finland | 66.65 | 13 | 75.47 | Europe |
| Portugal | 66.13 | 14 | 73.58 | Europe |
| Argentina | 62.96 | 16 | 69.81 | Latin America |
| Norway | 61.16 | 17 | 67.92 | Europe |
| South Korea | 60.73 | 18 | 66.04 | Asia |
| Sweden | 59.71 | 19 | 64.15 | Europe |
| the United Kingdom | 59.24 | 20 | 62.26 | Europe |
| Japan | 59.19 | 21 | 60.38 | Asia |
| India | 59.00 | 22 | 58.49 | Asia |
| Spain | 58.30 | 23 | 56.60 | Europe |
| Switzerland | 57.73 | 24 | 54.72 | Europe |
| Poland | 57.37 | 25 | 52.83 | Europe |
| USA | 57.16 | 26 | 50.94 | North America |
| Brazil | 54.76 | 27 | 49.06 | Latin America |
| Indonesia | 54.28 | 28 | 47.17 | Asia |
| Israel | 53.44 | 29 | 45.28 | the Middle East |
| Ireland | 53.00 | 30 | 43.40 | Europe |
| Turkey | 52.81 | 31 | 41.51 | the Middle East |
| Denmark | 52.81 | 32 | 39.62 | Europe |
| Canada | 52.32 | 33 | 37.74 | North America |
| China | 51.21 | 34 | 35.85 | Asia |
| Luxembourg | 49.93 | 36 | 32.08 | Europe |
| Mexico | 49.74 | 37 | 30.19 | Latin America |
| Singapore | 47.96 | 38 | 28.30 | Asia |
| Chile | 45.87 | 40 | 24.53 | Latin America |
| Taiwan | 44.16 | 41 | 22.64 | Asia |
| New Zealand | 42.93 | 42 | 20.75 | Oceania |
| Hong Kong | 42.06 | 43 | 18.87 | Asia |
| Australia | 41.15 | 44 | 16.98 | Oceania |
| South Africa | 38.32 | 45 | 15.09 | Africa |
| Thailand | 37.66 | 46 | 13.21 | Asia |
| Malaysia | 29.89 | 48 | 9.43 | Asia |
| Peru | 27.83 | 50 | 5.66 | Latin America |
| Philippines | 17.53 | 52 | 1.89 | Asia |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

**Total Liabilities
(Aircraft Engines and Engine Parts Manufacturing)**

| Countries in Asia | Value (total liabilities & equity = 100) | Rank | Percentile |
|-------------------|--|-----------|--------------|
| Seychelles | 72.86 | 1 | 96.15 |
| Sri Lanka | 63.84 | 2 | 92.31 |
| Macau | 62.03 | 3 | 88.46 |
| South Korea | 60.73 | 4 | 84.62 |
| Japan | 59.19 | 5 | 80.77 |
| India | 59.00 | 6 | 76.92 |
| Indonesia | 54.28 | 7 | 73.08 |
| Brunei | 52.13 | 8 | 69.23 |
| China | 51.21 | 9 | 65.38 |
| Maldives | 49.49 | 10 | 61.54 |
| Singapore | 47.96 | 11 | 57.69 |
| Cambodia | 44.77 | 12 | 53.85 |
| Taiwan | 44.16 | 13 | 50.00 |
| Laos | 43.17 | 14 | 46.15 |
| Hong Kong | 42.06 | 15 | 42.31 |
| Vietnam | 39.18 | 16 | 38.46 |
| Thailand | 37.66 | 17 | 34.62 |
| Mongolia | 33.60 | 18 | 30.77 |
| Bangladesh | 33.58 | 19 | 26.92 |
| Bhutan | 31.98 | 20 | 23.08 |
| Malaysia | 29.89 | 21 | 19.23 |
| Nepal | 28.62 | 22 | 15.38 |
| North Korea | 27.01 | 23 | 11.54 |
| Papua New Guinea | 23.38 | 24 | 7.69 |
| Burma | 17.59 | 25 | 3.85 |
| Philippines | 17.53 | 26 | 0.00 |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Common Equity

| Countries | Value (total liabilities & equity = 100) | Rank | Percentile | Region |
|--------------------|--|-----------|--------------|-----------------|
| Philippines | 82.47 | 1 | 98.11 | Asia |
| Malaysia | 63.76 | 3 | 94.34 | Asia |
| Thailand | 61.44 | 4 | 92.45 | Asia |
| South Africa | 58.76 | 5 | 90.57 | Africa |
| Australia | 58.35 | 6 | 88.68 | Oceania |
| New Zealand | 56.76 | 7 | 86.79 | Oceania |
| Hong Kong | 55.62 | 8 | 84.91 | Asia |
| Chile | 53.67 | 9 | 83.02 | Latin America |
| Singapore | 48.98 | 11 | 79.25 | Asia |
| Denmark | 47.19 | 13 | 75.47 | Europe |
| Canada | 46.12 | 14 | 73.58 | North America |
| Indonesia | 45.72 | 15 | 71.70 | Asia |
| Peru | 45.40 | 16 | 69.81 | Latin America |
| Mexico | 44.90 | 17 | 67.92 | Latin America |
| China | 44.74 | 18 | 66.04 | Asia |
| Brazil | 44.63 | 19 | 64.15 | Latin America |
| Turkey | 42.95 | 21 | 60.38 | the Middle East |
| USA | 41.83 | 23 | 56.60 | North America |
| India | 40.89 | 25 | 52.83 | Asia |
| Spain | 40.02 | 26 | 50.94 | Europe |
| Switzerland | 39.27 | 27 | 49.06 | Europe |
| Sweden | 39.08 | 28 | 47.17 | Europe |
| Japan | 39.02 | 29 | 45.28 | Asia |
| the United Kingdom | 37.74 | 30 | 43.40 | Europe |
| Norway | 36.87 | 31 | 41.51 | Europe |
| Israel | 36.68 | 32 | 39.62 | the Middle East |
| South Korea | 36.55 | 33 | 37.74 | Asia |
| Ireland | 36.38 | 34 | 35.85 | Europe |
| Luxembourg | 33.96 | 36 | 32.08 | Europe |
| Finland | 32.92 | 37 | 30.19 | Europe |
| Portugal | 32.58 | 38 | 28.30 | Europe |
| Pakistan | 30.99 | 39 | 26.42 | the Middle East |
| Taiwan | 30.31 | 40 | 24.53 | Asia |
| Austria | 29.24 | 41 | 22.64 | Europe |
| France | 28.60 | 42 | 20.75 | Europe |
| Germany | 25.81 | 43 | 18.87 | Europe |
| Belgium | 25.55 | 44 | 16.98 | Europe |
| Netherlands | 24.38 | 45 | 15.09 | Europe |
| Greece | 22.94 | 46 | 13.21 | Europe |
| Italy | 22.82 | 47 | 11.32 | Europe |
| Czech Republic | 20.42 | 49 | 7.55 | Europe |
| Russian Federation | 20.08 | 50 | 5.66 | Europe |
| Argentina | 19.03 | 51 | 3.77 | Latin America |
| Hungary | 18.05 | 52 | 1.89 | Europe |
| Poland | 14.76 | 53 | 0.00 | Europe |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Common Equity
(Aircraft Engines and Engine Parts Manufacturing)

| Countries in Asia | Value (total liabilities & equity = 100) | Rank | Percentile |
|-------------------|--|-----------|--------------|
| Burma | 82.76 | 1 | 96.15 |
| Philippines | 82.47 | 2 | 92.31 |
| Malaysia | 63.76 | 3 | 88.46 |
| Thailand | 61.44 | 4 | 84.62 |
| Hong Kong | 55.62 | 5 | 80.77 |
| Mongolia | 54.81 | 6 | 76.92 |
| Singapore | 48.98 | 7 | 73.08 |
| Indonesia | 45.72 | 8 | 69.23 |
| China | 44.74 | 9 | 65.38 |
| North Korea | 44.07 | 10 | 61.54 |
| Maldives | 41.69 | 11 | 57.69 |
| India | 40.89 | 12 | 53.85 |
| Papua New Guinea | 39.30 | 13 | 50.00 |
| Japan | 39.02 | 14 | 46.15 |
| South Korea | 36.55 | 15 | 42.31 |
| Sri Lanka | 35.99 | 16 | 38.46 |
| Brunei | 35.47 | 17 | 34.62 |
| Cambodia | 31.03 | 18 | 30.77 |
| Taiwan | 30.31 | 19 | 26.92 |
| Laos | 29.92 | 20 | 23.08 |
| Vietnam | 27.15 | 21 | 19.23 |
| Bangladesh | 23.27 | 22 | 15.38 |
| Bhutan | 22.16 | 23 | 11.54 |
| Nepal | 19.84 | 24 | 7.69 |
| Macau | 18.75 | 25 | 3.85 |
| Seychelles | 18.74 | 26 | 0.00 |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Retained Earnings

| Countries | Value (total liabilities & equity = 100) | Rank | Percentile | Region |
|--------------------|--|-----------|--------------|-----------------|
| South Africa | 41.47 | 1 | 97.87 | Africa |
| New Zealand | 36.86 | 2 | 95.74 | Oceania |
| Hong Kong | 36.12 | 3 | 93.62 | Asia |
| Malaysia | 28.05 | 4 | 91.49 | Asia |
| Denmark | 27.70 | 5 | 89.36 | Europe |
| USA | 27.62 | 6 | 87.23 | North America |
| Canada | 25.97 | 7 | 85.11 | North America |
| Mexico | 22.90 | 9 | 80.85 | Latin America |
| Japan | 22.59 | 10 | 78.72 | Asia |
| Singapore | 22.23 | 11 | 76.60 | Asia |
| the United Kingdom | 17.45 | 13 | 72.34 | Europe |
| Philippines | 17.32 | 14 | 70.21 | Asia |
| Finland | 16.40 | 15 | 68.09 | Europe |
| Chile | 15.89 | 16 | 65.96 | Latin America |
| Australia | 15.63 | 17 | 63.83 | Oceania |
| Germany | 12.76 | 19 | 59.57 | Europe |
| Sweden | 12.35 | 20 | 57.45 | Europe |
| Austria | 10.20 | 21 | 55.32 | Europe |
| Indonesia | 8.33 | 22 | 53.19 | Asia |
| Turkey | 7.02 | 25 | 46.81 | the Middle East |
| South Korea | 6.59 | 26 | 44.68 | Asia |
| France | 5.52 | 27 | 42.55 | Europe |
| Brazil | 3.90 | 28 | 40.43 | Latin America |
| Italy | 3.49 | 29 | 38.30 | Europe |
| Spain | 3.34 | 30 | 36.17 | Europe |
| China | 3.24 | 31 | 34.04 | Asia |
| Switzerland | 3.10 | 32 | 31.91 | Europe |
| Israel | 3.07 | 33 | 29.79 | the Middle East |
| Ireland | 3.04 | 34 | 27.66 | Europe |
| Luxembourg | 2.68 | 35 | 25.53 | Europe |
| Taiwan | 2.53 | 36 | 23.40 | Asia |
| Greece | 2.26 | 37 | 21.28 | Europe |
| India | 2.18 | 38 | 19.15 | Asia |
| Czech Republic | 2.01 | 39 | 17.02 | Europe |
| Argentina | 1.87 | 40 | 14.89 | Latin America |
| Portugal | 0.02 | 41 | 12.77 | Europe |
| Pakistan | 0.00 | 42 | 10.64 | the Middle East |
| Netherlands | -1.31 | 43 | 8.51 | Europe |
| Poland | -7.06 | 44 | 6.38 | Europe |
| Hungary | -8.64 | 45 | 4.26 | Europe |
| Russian Federation | -9.61 | 46 | 2.13 | Europe |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

**Retained Earnings
(Aircraft Engines and Engine Parts Manufacturing)**

| Countries in Asia | Value (total liabilities & equity = 100) | Rank | Percentile |
|-------------------|--|-----------|--------------|
| Hong Kong | 36.12 | 1 | 95.65 |
| Malaysia | 28.05 | 2 | 91.30 |
| Sri Lanka | 23.28 | 3 | 86.96 |
| Japan | 22.59 | 4 | 82.61 |
| Singapore | 22.23 | 5 | 78.26 |
| Burma | 17.38 | 6 | 73.91 |
| Philippines | 17.32 | 7 | 69.57 |
| Indonesia | 8.33 | 8 | 65.22 |
| Maldives | 7.59 | 9 | 60.87 |
| Papua New Guinea | 6.91 | 10 | 56.52 |
| South Korea | 6.59 | 11 | 52.17 |
| China | 3.24 | 12 | 47.83 |
| Brunei | 2.80 | 13 | 43.48 |
| Taiwan | 2.53 | 14 | 39.13 |
| India | 2.18 | 15 | 34.78 |
| Macau | 1.85 | 16 | 30.43 |
| Cambodia | 1.65 | 17 | 26.09 |
| Laos | 1.59 | 18 | 21.74 |
| Vietnam | 1.45 | 19 | 17.39 |
| Bangladesh | 1.24 | 20 | 13.04 |
| Bhutan | 1.18 | 21 | 8.70 |
| Nepal | 1.06 | 22 | 4.35 |
| Seychelles | -8.97 | 23 | 0.00 |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

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 aircraft engines and engine parts manufacturing 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.
- **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 Expenses.** Operating expenses are generally defined as those incurred in paying for the company's day-to-day activities.
- **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 Equity In Earnings.** Pretax equity in earnings is generally defined to equal a company's proportional share (based on ownership) of the gross earnings or losses of an unconsolidated company.
- **Pretax Income.** Pretax income is generally defined as income before tax deductions.
- **Reserves - Increase/Decrease.** Reserve increases or decreases are defined as the amount of change of liabilities resulting to income statement and an equal increase in the reserve account on the balance sheet. Reserve accounts do not generally represent definite commitments to pay out funds in the future but do represent an estimate of funds that will be paid out in the future.

3.4.3 Income Structure: Outlook

Using the methodology described in the introduction, the following table summarizes income structure benchmarks for firms involved in aircraft engines and engine parts manufacturing 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.

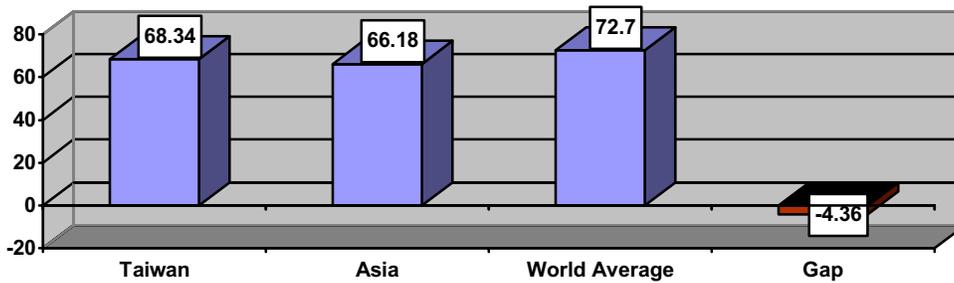
| Income Structure | Taiwan | Asia | World Avg. |
|--|---------------|--------------|-------------------|
| Net Sales or Revenues | 100.00 | 100.00 | 100.00 |
| Cost of Goods Sold (Excluding Depreciation) | 68.34 | 66.18 | 72.70 |
| Depreciation, Depletion & Amortization | 2.45 | 5.05 | 4.74 |
| Gross Income | 4.97 | 15.90 | 16.12 |
| Other Operating Expenses | 75.96 | 80.25 | 85.34 |
| Operating Expenses - Total | 6.93 | 3.78 | 2.80 |
| Operating Income | 0.51 | 6.56 | 6.90 |
| Extraordinary Credit - Pretax | 0.06 | 0.11 | 0.09 |
| Extraordinary Charge - Pretax | 0.03 | 0.32 | 0.35 |
| Non-Operating Interest Income | 0.19 | 0.61 | 0.90 |
| Reserves - Increase/Decrease | -0.06 | 0.00 | 0.00 |
| Pretax Equity In Earnings | 0.10 | 0.13 | 0.08 |
| Other Income/Expense Net | 1.03 | 2.72 | 1.82 |
| Earnings Before Interest and Taxes (EBIT) | 1.79 | 9.64 | 9.26 |
| Interest Expense on Debt | 0.58 | 1.49 | 2.29 |
| Pretax Income | 1.21 | 8.15 | 6.98 |
| Income Taxes | 0.63 | 1.87 | 2.03 |
| Minority Interest | 0.01 | 0.46 | 0.21 |
| Net Income Before Extra Items/Prefer Dividends | 0.96 | 6.09 | 4.92 |
| Net Income Before Preferred Dividends | 0.96 | 5.98 | 4.73 |
| Net Income Available to Common | 0.96 | 6.09 | 4.91 |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

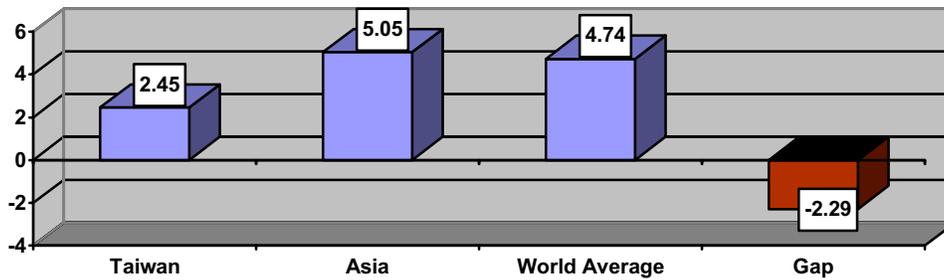
3.4.4 Large Variances: Income

The following graphics summarize for aircraft engines and engine parts manufacturing 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.

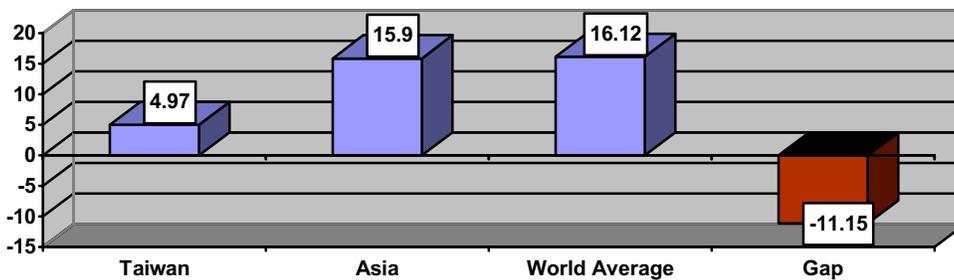
Gap: Cost of Goods Sold (Excluding Depreciation)



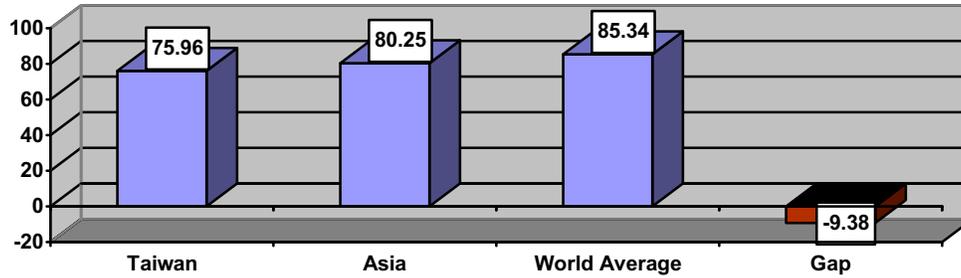
Gap: Depreciation, Depletion & Amortization



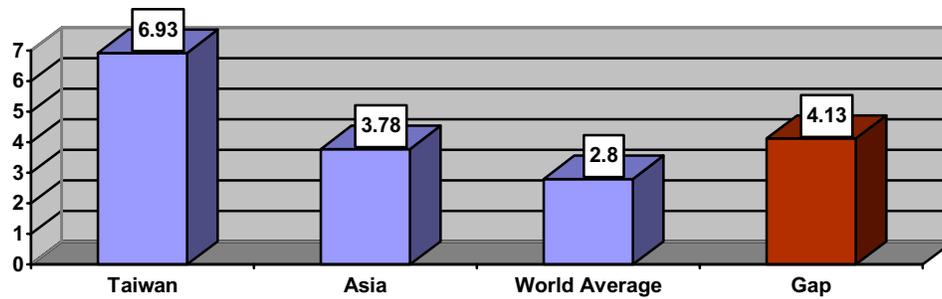
Gap: Gross Income



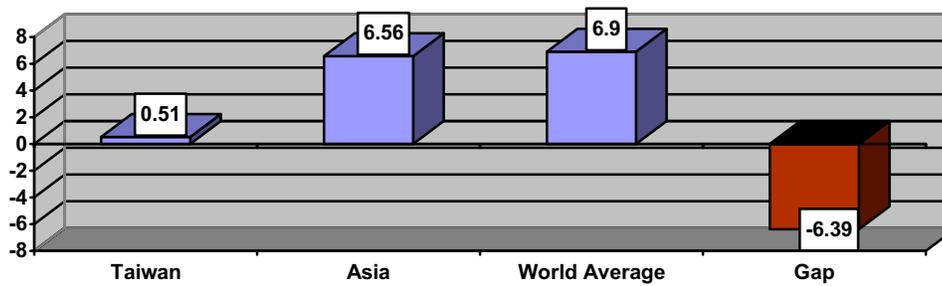
Gap: Other Operating Expenses



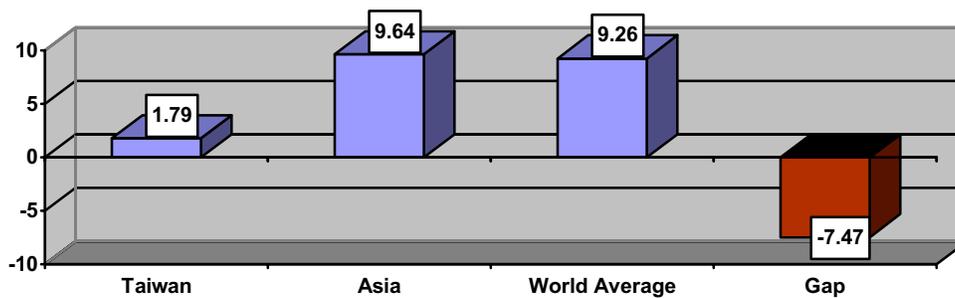
Gap: Operating Expenses - Total



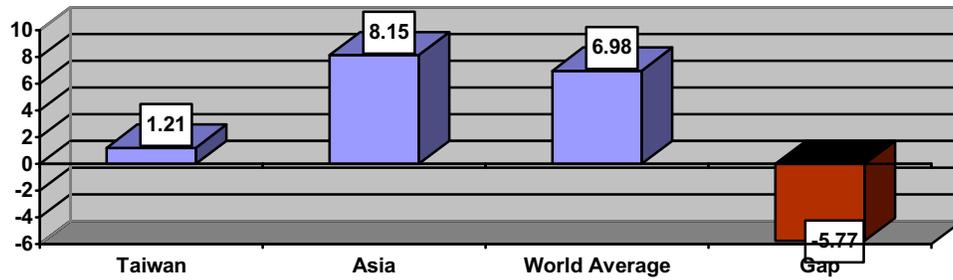
Gap: Operating Income



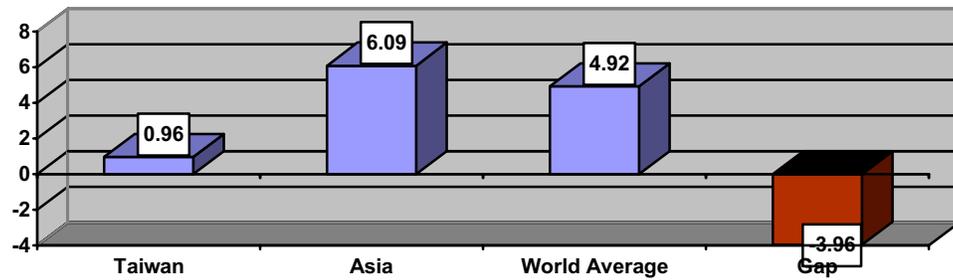
Gap: Earnings Before Interest and Taxes (EBIT)



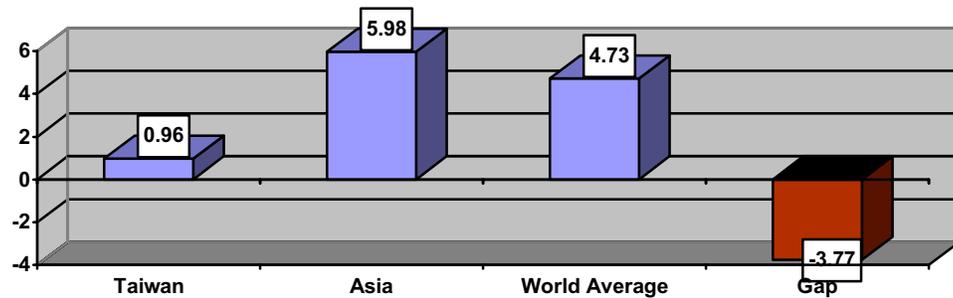
Gap: Pretax Income



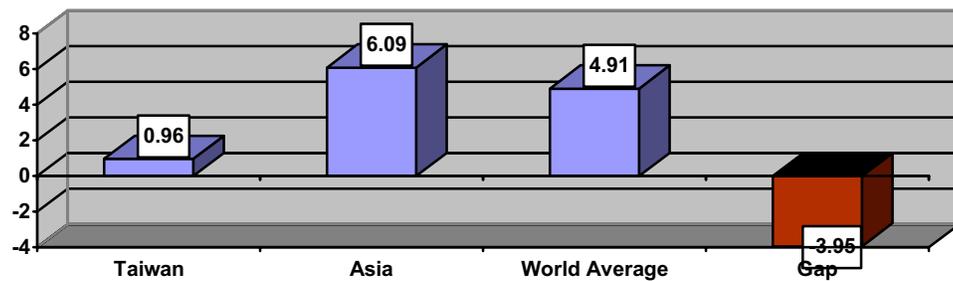
Gap: Net Income Before Extra Items/Prefer Dividends



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 aircraft engines and engine parts manufacturing 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) | 68.34 | 38 of 53 | 28.30 |
| Depreciation, Depletion & Amortization | 2.45 | 50 of 53 | 5.66 |
| Gross Income | 4.97 | 49 of 53 | 7.55 |
| Other Operating Expenses | 75.96 | 47 of 52 | 9.62 |
| Operating Expenses - Total | 6.93 | 16 of 41 | 60.98 |
| Operating Income | 0.51 | 52 of 53 | 1.89 |
| Extraordinary Credit - Pretax | 0.06 | 21 of 28 | 25.00 |
| Extraordinary Charge - Pretax | 0.03 | 29 of 31 | 6.45 |
| Non-Operating Interest Income | 0.19 | 40 of 47 | 14.89 |
| Reserves - Increase/Decrease | -0.06 | 7 of 10 | 30.00 |
| Pretax Equity In Earnings | 0.10 | 13 of 24 | 45.83 |
| Other Income/Expense Net | 1.03 | 31 of 53 | 41.51 |
| Earnings Before Interest and Taxes (EBIT) | 1.79 | 47 of 53 | 11.32 |
| Interest Expense on Debt | 0.58 | 48 of 53 | 9.43 |
| Pretax Income | 1.21 | 46 of 53 | 13.21 |
| Income Taxes | 0.63 | 47 of 53 | 11.32 |
| Minority Interest | 0.01 | 31 of 43 | 27.91 |
| Net Income Before Extra Items/Prefer Dividends | 0.96 | 46 of 53 | 13.21 |
| Net Income Before Preferred Dividends | 0.96 | 46 of 53 | 13.21 |
| Net Income Available to Common | 0.96 | 46 of 53 | 13.21 |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Cost of Goods Sold (Excluding Depreciation)

| Countries | Value (total revenue = 100) | Rank | Percentile | Region |
|--------------------|-----------------------------|-----------|--------------|-----------------|
| Russian Federation | 92.29 | 2 | 96.23 | Europe |
| Spain | 90.21 | 3 | 94.34 | Europe |
| Indonesia | 89.98 | 4 | 92.45 | Asia |
| South Africa | 89.37 | 5 | 90.57 | Africa |
| Portugal | 87.75 | 6 | 88.68 | Europe |
| Pakistan | 86.00 | 7 | 86.79 | the Middle East |
| Belgium | 85.84 | 8 | 84.91 | Europe |
| Denmark | 85.57 | 9 | 83.02 | Europe |
| South Korea | 83.33 | 11 | 79.25 | Asia |
| Netherlands | 82.99 | 12 | 77.36 | Europe |
| Hungary | 82.92 | 13 | 75.47 | Europe |
| Israel | 82.69 | 14 | 73.58 | the Middle East |
| France | 82.42 | 15 | 71.70 | Europe |
| Australia | 82.31 | 16 | 69.81 | Oceania |
| Ireland | 82.00 | 17 | 67.92 | Europe |
| India | 81.62 | 18 | 66.04 | Asia |
| Norway | 79.82 | 19 | 64.15 | Europe |
| Singapore | 79.65 | 21 | 60.38 | Asia |
| Canada | 78.81 | 22 | 58.49 | North America |
| Japan | 78.70 | 23 | 56.60 | Asia |
| Finland | 78.17 | 24 | 54.72 | Europe |
| Germany | 77.40 | 25 | 52.83 | Europe |
| Austria | 76.31 | 26 | 50.94 | Europe |
| China | 75.58 | 27 | 49.06 | Asia |
| Greece | 75.45 | 28 | 47.17 | Europe |
| USA | 75.34 | 29 | 45.28 | North America |
| the United Kingdom | 74.73 | 30 | 43.40 | Europe |
| Switzerland | 74.71 | 31 | 41.51 | Europe |
| Chile | 73.87 | 32 | 39.62 | Latin America |
| Turkey | 72.62 | 33 | 37.74 | the Middle East |
| Mexico | 72.28 | 34 | 35.85 | Latin America |
| Malaysia | 71.60 | 35 | 33.96 | Asia |
| Sweden | 71.10 | 36 | 32.08 | Europe |
| Italy | 69.76 | 37 | 30.19 | Europe |
| Taiwan | 68.34 | 38 | 28.30 | Asia |
| Poland | 67.81 | 39 | 26.42 | Europe |
| New Zealand | 67.40 | 40 | 24.53 | Oceania |
| Czech Republic | 67.17 | 41 | 22.64 | Europe |
| Hong Kong | 66.04 | 44 | 16.98 | Asia |
| Luxembourg | 64.61 | 45 | 15.09 | Europe |
| Brazil | 63.64 | 46 | 13.21 | Latin America |
| Argentina | 62.57 | 47 | 11.32 | Latin America |
| Philippines | 61.18 | 48 | 9.43 | Asia |
| Thailand | 61.14 | 49 | 7.55 | Asia |
| Peru | 45.17 | 53 | 0.00 | Latin America |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

**Cost of Goods Sold (Excluding Depreciation)
(Aircraft Engines and Engine Parts Manufacturing)**

| Countries in Asia | Value (total revenue = 100) | Rank | Percentile |
|-------------------|-----------------------------|-----------|--------------|
| Indonesia | 89.98 | 1 | 96.15 |
| Seychelles | 86.12 | 2 | 92.31 |
| South Korea | 83.33 | 3 | 88.46 |
| Maldives | 82.04 | 4 | 84.62 |
| India | 81.62 | 5 | 80.77 |
| Sri Lanka | 79.66 | 6 | 76.92 |
| Singapore | 79.65 | 7 | 73.08 |
| Japan | 78.70 | 8 | 69.23 |
| China | 75.58 | 9 | 65.38 |
| Malaysia | 71.60 | 10 | 61.54 |
| Taiwan | 68.34 | 11 | 57.69 |
| Brunei | 67.46 | 12 | 53.85 |
| Hong Kong | 66.04 | 13 | 50.00 |
| Cambodia | 61.94 | 14 | 46.15 |
| Macau | 61.65 | 15 | 42.31 |
| Burma | 61.39 | 16 | 38.46 |
| Philippines | 61.18 | 17 | 34.62 |
| Thailand | 61.14 | 18 | 30.77 |
| Papua New Guinea | 60.79 | 19 | 26.92 |
| Laos | 59.72 | 20 | 23.08 |
| Mongolia | 54.54 | 21 | 19.23 |
| Vietnam | 54.19 | 22 | 15.38 |
| Bangladesh | 46.45 | 23 | 11.54 |
| Bhutan | 44.24 | 24 | 7.69 |
| North Korea | 43.85 | 25 | 3.85 |
| Nepal | 39.59 | 26 | 0.00 |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Operating Expenses - Total

| Countries | Value (total revenue = 100) | Rank | Percentile | Region |
|--------------------|-----------------------------|-----------|--------------|-----------------|
| Australia | 27.41 | 1 | 97.56 | Oceania |
| Philippines | 21.11 | 2 | 95.12 | Asia |
| Finland | 16.48 | 4 | 90.24 | Europe |
| Switzerland | 14.47 | 5 | 87.80 | Europe |
| Denmark | 13.72 | 6 | 85.37 | Europe |
| Germany | 13.41 | 7 | 82.93 | Europe |
| Luxembourg | 12.52 | 8 | 80.49 | Europe |
| Austria | 12.14 | 9 | 78.05 | Europe |
| Portugal | 10.67 | 10 | 75.61 | Europe |
| Spain | 9.14 | 11 | 73.17 | Europe |
| Israel | 8.38 | 12 | 70.73 | the Middle East |
| Ireland | 8.31 | 13 | 68.29 | Europe |
| Italy | 7.93 | 15 | 63.41 | Europe |
| Taiwan | 6.93 | 16 | 60.98 | Asia |
| France | 6.32 | 17 | 58.54 | Europe |
| Netherlands | 5.61 | 18 | 56.10 | Europe |
| India | 3.95 | 19 | 53.66 | Asia |
| Singapore | 3.17 | 20 | 51.22 | Asia |
| Brazil | 3.03 | 21 | 48.78 | Latin America |
| Malaysia | 2.15 | 22 | 46.34 | Asia |
| Sweden | 1.91 | 23 | 43.90 | Europe |
| China | 1.51 | 24 | 41.46 | Asia |
| Belgium | 1.18 | 25 | 39.02 | Europe |
| Pakistan | 0.98 | 26 | 36.59 | the Middle East |
| the United Kingdom | 0.79 | 27 | 34.15 | Europe |
| New Zealand | 0.69 | 28 | 31.71 | Oceania |
| Hong Kong | 0.67 | 29 | 29.27 | Asia |
| South Korea | 0.26 | 30 | 26.83 | Asia |
| Greece | 0.24 | 31 | 24.39 | Europe |
| Czech Republic | 0.21 | 32 | 21.95 | Europe |
| Argentina | 0.20 | 33 | 19.51 | Latin America |
| USA | 0.16 | 34 | 17.07 | North America |
| South Africa | 0.11 | 35 | 14.63 | Africa |
| Japan | 0.08 | 36 | 12.20 | Asia |
| Canada | 0.06 | 37 | 9.76 | North America |
| Poland | -1.81 | 38 | 7.32 | Europe |
| Hungary | -2.21 | 39 | 4.88 | Europe |
| Russian Federation | -2.46 | 40 | 2.44 | Europe |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Operating Expenses - Total
(Aircraft Engines and Engine Parts Manufacturing)

| Countries in Asia | Value (total revenue = 100) | Rank | Percentile |
|-------------------|-----------------------------|----------|--------------|
| Burma | 21.18 | 1 | 95.00 |
| Philippines | 21.11 | 2 | 90.00 |
| Brunei | 13.07 | 3 | 85.00 |
| Papua New Guinea | 7.60 | 4 | 80.00 |
| Taiwan | 6.93 | 5 | 75.00 |
| India | 3.95 | 6 | 70.00 |
| Singapore | 3.17 | 7 | 65.00 |
| Cambodia | 3.00 | 8 | 60.00 |
| Laos | 2.89 | 9 | 55.00 |
| Vietnam | 2.62 | 10 | 50.00 |
| Bangladesh | 2.25 | 11 | 45.00 |
| Malaysia | 2.15 | 12 | 40.00 |
| Bhutan | 2.14 | 13 | 35.00 |
| Nepal | 1.92 | 14 | 30.00 |
| China | 1.51 | 15 | 25.00 |
| Hong Kong | 0.67 | 16 | 20.00 |
| South Korea | 0.26 | 17 | 15.00 |
| Macau | 0.19 | 18 | 10.00 |
| Japan | 0.08 | 19 | 5.00 |
| Seychelles | -2.29 | 20 | 0.00 |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Operating Income

| Countries | Value (total revenue = 100) | Rank | Percentile | Region |
|--------------------|-----------------------------|-----------|-------------|-----------------|
| Brazil | 14.98 | 2 | 96.23 | Latin America |
| Malaysia | 11.46 | 3 | 94.34 | Asia |
| New Zealand | 11.20 | 4 | 92.45 | Oceania |
| Hong Kong | 10.97 | 5 | 90.57 | Asia |
| India | 9.50 | 6 | 88.68 | Asia |
| Thailand | 9.27 | 7 | 86.79 | Asia |
| Canada | 9.05 | 8 | 84.91 | North America |
| Pakistan | 8.62 | 9 | 83.02 | the Middle East |
| Singapore | 7.72 | 11 | 79.25 | Asia |
| Chile | 7.49 | 12 | 77.36 | Latin America |
| Australia | 7.42 | 13 | 75.47 | Oceania |
| the United Kingdom | 7.37 | 14 | 73.58 | Europe |
| USA | 7.23 | 15 | 71.70 | North America |
| Mexico | 7.11 | 17 | 67.92 | Latin America |
| France | 6.98 | 18 | 66.04 | Europe |
| Peru | 6.85 | 19 | 64.15 | Latin America |
| China | 6.70 | 21 | 60.38 | Asia |
| Switzerland | 6.70 | 22 | 58.49 | Europe |
| Greece | 6.54 | 24 | 54.72 | Europe |
| South Africa | 5.99 | 26 | 50.94 | Africa |
| Sweden | 5.98 | 27 | 49.06 | Europe |
| Russian Federation | 5.91 | 28 | 47.17 | Europe |
| Czech Republic | 5.82 | 29 | 45.28 | Europe |
| Luxembourg | 5.79 | 30 | 43.40 | Europe |
| Argentina | 5.42 | 31 | 41.51 | Latin America |
| Norway | 5.37 | 32 | 39.62 | Europe |
| Hungary | 5.31 | 33 | 37.74 | Europe |
| Denmark | 5.05 | 34 | 35.85 | Europe |
| Philippines | 4.80 | 35 | 33.96 | Asia |
| South Korea | 4.76 | 36 | 32.08 | Asia |
| Poland | 4.34 | 37 | 30.19 | Europe |
| Indonesia | 4.14 | 38 | 28.30 | Asia |
| Turkey | 3.99 | 40 | 24.53 | the Middle East |
| Austria | 3.77 | 42 | 20.75 | Europe |
| Japan | 3.62 | 43 | 18.87 | Asia |
| Italy | 3.07 | 44 | 16.98 | Europe |
| Germany | 2.21 | 45 | 15.09 | Europe |
| Belgium | 2.08 | 46 | 13.21 | Europe |
| Netherlands | 1.56 | 47 | 11.32 | Europe |
| Spain | 0.67 | 48 | 9.43 | Europe |
| Israel | 0.61 | 49 | 7.55 | the Middle East |
| Ireland | 0.61 | 50 | 5.66 | Europe |
| Finland | 0.59 | 51 | 3.77 | Europe |
| Taiwan | 0.51 | 52 | 1.89 | Asia |
| Portugal | -3.28 | 53 | 0.00 | Europe |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

**Operating Income
(Aircraft Engines and Engine Parts Manufacturing)**

| Countries in Asia | Value (total revenue = 100) | Rank | Percentile |
|--------------------------|------------------------------------|-------------|-------------------|
| Papua New Guinea | 14.15 | 1 | 96.15 |
| Malaysia | 11.46 | 2 | 92.31 |
| Hong Kong | 10.97 | 3 | 88.46 |
| India | 9.50 | 4 | 84.62 |
| Thailand | 9.27 | 5 | 80.77 |
| Mongolia | 8.27 | 6 | 76.92 |
| Singapore | 7.72 | 7 | 73.08 |
| Cambodia | 7.21 | 8 | 69.23 |
| Laos | 6.95 | 9 | 65.38 |
| Sri Lanka | 6.81 | 10 | 61.54 |
| China | 6.70 | 11 | 57.69 |
| North Korea | 6.65 | 12 | 53.85 |
| Vietnam | 6.30 | 13 | 50.00 |
| Brunei | 6.05 | 14 | 46.15 |
| Seychelles | 5.51 | 15 | 42.31 |
| Bangladesh | 5.40 | 16 | 38.46 |
| Macau | 5.34 | 17 | 34.62 |
| Bhutan | 5.15 | 18 | 30.77 |
| Burma | 4.81 | 19 | 26.92 |
| Philippines | 4.80 | 20 | 23.08 |
| South Korea | 4.76 | 21 | 19.23 |
| Nepal | 4.61 | 22 | 15.38 |
| Indonesia | 4.14 | 23 | 11.54 |
| Maldives | 3.78 | 24 | 7.69 |
| Japan | 3.62 | 25 | 3.85 |
| Taiwan | 0.51 | 26 | 0.00 |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Earnings Before Interest and Taxes (EBIT)

| Countries | Value (total revenue = 100) | Rank | Percentile | Region |
|--------------------|-----------------------------|-----------|--------------|-----------------|
| Thailand | 26.08 | 1 | 98.11 | Asia |
| Chile | 25.42 | 2 | 96.23 | Latin America |
| Brazil | 21.98 | 3 | 94.34 | Latin America |
| Peru | 19.27 | 7 | 86.79 | Latin America |
| Malaysia | 13.00 | 8 | 84.91 | Asia |
| India | 12.86 | 9 | 83.02 | Asia |
| Turkey | 12.84 | 10 | 81.13 | the Middle East |
| New Zealand | 12.42 | 11 | 79.25 | Oceania |
| Hong Kong | 12.17 | 12 | 77.36 | Asia |
| Singapore | 9.75 | 13 | 75.47 | Asia |
| Pakistan | 9.56 | 14 | 73.58 | the Middle East |
| Mexico | 9.10 | 15 | 71.70 | Latin America |
| Greece | 8.77 | 16 | 69.81 | Europe |
| Sweden | 8.40 | 18 | 66.04 | Europe |
| France | 8.14 | 19 | 64.15 | Europe |
| Canada | 8.05 | 20 | 62.26 | North America |
| Philippines | 7.81 | 22 | 58.49 | Asia |
| Czech Republic | 7.80 | 23 | 56.60 | Europe |
| Australia | 7.78 | 24 | 54.72 | Oceania |
| China | 7.58 | 25 | 52.83 | Asia |
| the United Kingdom | 7.49 | 26 | 50.94 | Europe |
| Argentina | 7.27 | 27 | 49.06 | Latin America |
| Austria | 7.21 | 28 | 47.17 | Europe |
| South Korea | 6.87 | 29 | 45.28 | Asia |
| Denmark | 6.84 | 30 | 43.40 | Europe |
| Norway | 6.81 | 31 | 41.51 | Europe |
| USA | 6.78 | 32 | 39.62 | North America |
| South Africa | 6.44 | 34 | 35.85 | Africa |
| Switzerland | 6.03 | 35 | 33.96 | Europe |
| Indonesia | 5.86 | 36 | 32.08 | Asia |
| Luxembourg | 5.21 | 38 | 28.30 | Europe |
| Germany | 5.04 | 39 | 26.42 | Europe |
| Italy | 4.63 | 40 | 24.53 | Europe |
| Belgium | 3.78 | 41 | 22.64 | Europe |
| Japan | 2.89 | 42 | 20.75 | Asia |
| Portugal | 2.39 | 43 | 18.87 | Europe |
| Spain | 2.36 | 44 | 16.98 | Europe |
| Israel | 2.17 | 45 | 15.09 | the Middle East |
| Ireland | 2.15 | 46 | 13.21 | Europe |
| Taiwan | 1.79 | 47 | 11.32 | Asia |
| Netherlands | 1.19 | 48 | 9.43 | Europe |
| Finland | 0.80 | 49 | 7.55 | Europe |
| Russian Federation | 0.78 | 51 | 3.77 | Europe |
| Hungary | 0.70 | 52 | 1.89 | Europe |
| Poland | 0.57 | 53 | 0.00 | Europe |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Earnings Before Interest and Taxes (EBIT)
(Aircraft Engines and Engine Parts Manufacturing)

| Countries in Asia | Value (total revenue = 100) | Rank | Percentile |
|-------------------|-----------------------------|-----------|-------------|
| Thailand | 26.08 | 1 | 96.15 |
| Mongolia | 23.27 | 2 | 92.31 |
| Papua New Guinea | 19.37 | 3 | 88.46 |
| North Korea | 18.71 | 4 | 84.62 |
| Malaysia | 13.00 | 5 | 80.77 |
| India | 12.86 | 6 | 76.92 |
| Hong Kong | 12.17 | 7 | 73.08 |
| Cambodia | 9.76 | 8 | 69.23 |
| Singapore | 9.75 | 9 | 65.38 |
| Laos | 9.41 | 10 | 61.54 |
| Vietnam | 8.54 | 11 | 57.69 |
| Sri Lanka | 7.88 | 12 | 53.85 |
| Burma | 7.84 | 13 | 50.00 |
| Philippines | 7.81 | 14 | 46.15 |
| China | 7.58 | 15 | 42.31 |
| Bangladesh | 7.32 | 16 | 38.46 |
| Macau | 7.16 | 17 | 34.62 |
| Bhutan | 6.97 | 18 | 30.77 |
| South Korea | 6.87 | 19 | 26.92 |
| Nepal | 6.24 | 20 | 23.08 |
| Indonesia | 5.86 | 21 | 19.23 |
| Brunei | 5.44 | 22 | 15.38 |
| Maldives | 5.34 | 23 | 11.54 |
| Japan | 2.89 | 24 | 7.69 |
| Taiwan | 1.79 | 25 | 3.85 |
| Seychelles | 0.73 | 26 | 0.00 |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Pretax Income

| Countries | Value (total revenue = 100) | Rank | Percentile | Region |
|--------------------|-----------------------------|-----------|--------------|-----------------|
| Thailand | 23.45 | 1 | 98.11 | Asia |
| Peru | 17.33 | 5 | 90.57 | Latin America |
| Malaysia | 11.81 | 6 | 88.68 | Asia |
| Chile | 11.54 | 7 | 86.79 | Latin America |
| New Zealand | 11.27 | 8 | 84.91 | Oceania |
| Hong Kong | 11.04 | 9 | 83.02 | Asia |
| Brazil | 10.63 | 10 | 81.13 | Latin America |
| India | 10.24 | 11 | 79.25 | Asia |
| Pakistan | 9.25 | 12 | 77.36 | the Middle East |
| Singapore | 8.90 | 13 | 75.47 | Asia |
| Canada | 7.13 | 14 | 73.58 | North America |
| Greece | 7.02 | 15 | 71.70 | Europe |
| Mexico | 6.88 | 16 | 69.81 | Latin America |
| Australia | 6.88 | 17 | 67.92 | Oceania |
| France | 6.65 | 18 | 66.04 | Europe |
| Philippines | 6.62 | 19 | 64.15 | Asia |
| Sweden | 6.56 | 20 | 62.26 | Europe |
| China | 6.31 | 22 | 58.49 | Asia |
| Czech Republic | 6.25 | 23 | 56.60 | Europe |
| the United Kingdom | 5.96 | 25 | 52.83 | Europe |
| Argentina | 5.82 | 26 | 50.94 | Latin America |
| Indonesia | 5.73 | 27 | 49.06 | Asia |
| Norway | 5.61 | 29 | 45.28 | Europe |
| USA | 5.19 | 31 | 41.51 | North America |
| Switzerland | 5.05 | 32 | 39.62 | Europe |
| South Africa | 5.05 | 33 | 37.74 | Africa |
| Austria | 4.98 | 34 | 35.85 | Europe |
| Denmark | 4.83 | 35 | 33.96 | Europe |
| Luxembourg | 4.37 | 36 | 32.08 | Europe |
| South Korea | 4.13 | 37 | 30.19 | Asia |
| Germany | 3.71 | 38 | 28.30 | Europe |
| Turkey | 3.69 | 39 | 26.42 | the Middle East |
| Japan | 2.37 | 40 | 24.53 | Asia |
| Italy | 1.83 | 41 | 22.64 | Europe |
| Belgium | 1.82 | 42 | 20.75 | Europe |
| Spain | 1.60 | 43 | 18.87 | Europe |
| Israel | 1.47 | 44 | 16.98 | the Middle East |
| Ireland | 1.46 | 45 | 15.09 | Europe |
| Taiwan | 1.21 | 46 | 13.21 | Asia |
| Portugal | 0.80 | 47 | 11.32 | Europe |
| Finland | -0.11 | 48 | 9.43 | Europe |
| Netherlands | -0.97 | 49 | 7.55 | Europe |
| Poland | -2.45 | 50 | 5.66 | Europe |
| Hungary | -2.99 | 51 | 3.77 | Europe |
| Russian Federation | -3.33 | 52 | 1.89 | Europe |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Pretax Income
(Aircraft Engines and Engine Parts Manufacturing)

| Countries in Asia | Value (total revenue = 100) | Rank | Percentile |
|--------------------------|------------------------------------|-------------|-------------------|
| Thailand | 23.45 | 1 | 96.15 |
| Mongolia | 20.92 | 2 | 92.31 |
| Papua New Guinea | 19.00 | 3 | 88.46 |
| North Korea | 16.82 | 4 | 84.62 |
| Malaysia | 11.81 | 5 | 80.77 |
| Hong Kong | 11.04 | 6 | 76.92 |
| India | 10.24 | 7 | 73.08 |
| Singapore | 8.90 | 8 | 69.23 |
| Cambodia | 7.77 | 9 | 65.38 |
| Laos | 7.50 | 10 | 61.54 |
| Vietnam | 6.80 | 11 | 57.69 |
| Burma | 6.64 | 12 | 53.85 |
| Philippines | 6.62 | 13 | 50.00 |
| China | 6.31 | 14 | 46.15 |
| Sri Lanka | 5.99 | 15 | 42.31 |
| Bangladesh | 5.83 | 16 | 38.46 |
| Macau | 5.74 | 17 | 34.62 |
| Indonesia | 5.73 | 18 | 30.77 |
| Bhutan | 5.55 | 19 | 26.92 |
| Maldives | 5.22 | 20 | 23.08 |
| Nepal | 4.97 | 21 | 19.23 |
| Brunei | 4.56 | 22 | 15.38 |
| South Korea | 4.13 | 23 | 11.54 |
| Japan | 2.37 | 24 | 7.69 |
| Taiwan | 1.21 | 25 | 3.85 |
| Seychelles | -3.11 | 26 | 0.00 |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Income Taxes

| Countries | Value (total revenue = 100) | Rank | Percentile | Region |
|--------------------|-----------------------------|-----------|--------------|-----------------|
| India | 3.80 | 2 | 96.23 | Asia |
| Greece | 3.76 | 3 | 94.34 | Europe |
| Czech Republic | 3.35 | 4 | 92.45 | Europe |
| Pakistan | 3.16 | 5 | 90.57 | the Middle East |
| Argentina | 3.12 | 6 | 88.68 | Latin America |
| Brazil | 2.82 | 7 | 86.79 | Latin America |
| Malaysia | 2.65 | 8 | 84.91 | Asia |
| Norway | 2.43 | 9 | 83.02 | Europe |
| Australia | 2.41 | 10 | 81.13 | Oceania |
| Mexico | 2.30 | 11 | 79.25 | Latin America |
| Switzerland | 2.12 | 13 | 75.47 | Europe |
| the United Kingdom | 2.08 | 14 | 73.58 | Europe |
| Canada | 2.02 | 15 | 71.70 | North America |
| France | 1.97 | 16 | 69.81 | Europe |
| Sweden | 1.86 | 17 | 67.92 | Europe |
| Luxembourg | 1.83 | 18 | 66.04 | Europe |
| Denmark | 1.82 | 19 | 64.15 | Europe |
| Philippines | 1.81 | 20 | 62.26 | Asia |
| USA | 1.76 | 21 | 60.38 | North America |
| Chile | 1.71 | 22 | 58.49 | Latin America |
| New Zealand | 1.70 | 23 | 56.60 | Oceania |
| Hong Kong | 1.67 | 24 | 54.72 | Asia |
| Germany | 1.66 | 25 | 52.83 | Europe |
| Thailand | 1.46 | 27 | 49.06 | Asia |
| Indonesia | 1.43 | 28 | 47.17 | Asia |
| Italy | 1.41 | 29 | 45.28 | Europe |
| China | 1.39 | 30 | 43.40 | Asia |
| Finland | 1.24 | 32 | 39.62 | Europe |
| Austria | 1.23 | 33 | 37.74 | Europe |
| Singapore | 1.22 | 34 | 35.85 | Asia |
| Turkey | 1.16 | 36 | 32.08 | the Middle East |
| Japan | 1.15 | 37 | 30.19 | Asia |
| Peru | 1.08 | 39 | 26.42 | Latin America |
| South Korea | 0.96 | 41 | 22.64 | Asia |
| Belgium | 0.90 | 42 | 20.75 | Europe |
| Spain | 0.83 | 43 | 18.87 | Europe |
| Israel | 0.76 | 44 | 16.98 | the Middle East |
| Ireland | 0.76 | 45 | 15.09 | Europe |
| Portugal | 0.65 | 46 | 13.21 | Europe |
| Taiwan | 0.63 | 47 | 11.32 | Asia |
| South Africa | 0.55 | 48 | 9.43 | Africa |
| Russian Federation | 0.27 | 50 | 5.66 | Europe |
| Hungary | 0.24 | 51 | 3.77 | Europe |
| Poland | 0.20 | 52 | 1.89 | Europe |
| Netherlands | 0.10 | 53 | 0.00 | Europe |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Income Taxes (Aircraft Engines and Engine Parts Manufacturing)

| Countries in Asia | Value (total revenue = 100) | Rank | Percentile |
|-------------------|-----------------------------|-----------|-------------|
| Papua New Guinea | 4.57 | 1 | 96.15 |
| India | 3.80 | 2 | 92.31 |
| Macau | 3.07 | 3 | 88.46 |
| Cambodia | 2.88 | 4 | 84.62 |
| Laos | 2.78 | 5 | 80.77 |
| Malaysia | 2.65 | 6 | 76.92 |
| Vietnam | 2.52 | 7 | 73.08 |
| Bangladesh | 2.16 | 8 | 69.23 |
| Bhutan | 2.06 | 9 | 65.38 |
| Brunei | 1.91 | 10 | 61.54 |
| Nepal | 1.84 | 11 | 57.69 |
| Burma | 1.82 | 12 | 53.85 |
| Philippines | 1.81 | 13 | 50.00 |
| Hong Kong | 1.67 | 14 | 46.15 |
| Thailand | 1.46 | 15 | 42.31 |
| Indonesia | 1.43 | 16 | 38.46 |
| China | 1.39 | 17 | 34.62 |
| Maldives | 1.31 | 18 | 30.77 |
| Mongolia | 1.30 | 19 | 26.92 |
| Singapore | 1.22 | 20 | 23.08 |
| Japan | 1.15 | 21 | 19.23 |
| North Korea | 1.05 | 22 | 15.38 |
| Sri Lanka | 1.04 | 23 | 11.54 |
| South Korea | 0.96 | 24 | 7.69 |
| Taiwan | 0.63 | 25 | 3.85 |
| Seychelles | 0.25 | 26 | 0.00 |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

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 aircraft engines and engine parts manufacturing 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.
- **Dividend Payout (% Earnings) - Total Dividends (%).** The dividend payout ratio is generally used to measure the amount of current earnings per common share which are paid out in dividends. This ratio is generally determined by dividing dividends per common share by diluted earnings per share.
- **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 equal 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.
- **Reinvestment Rate - Total (%).** The reinvestment rate is typically defined as the rate at which an investor assumes interest payments made on a debt security can be reinvested over the life of that security.
- **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 aircraft engines and engine parts manufacturing in Taiwan. All figures are current-year projections for companies operating in Taiwan based on latest financial results available.

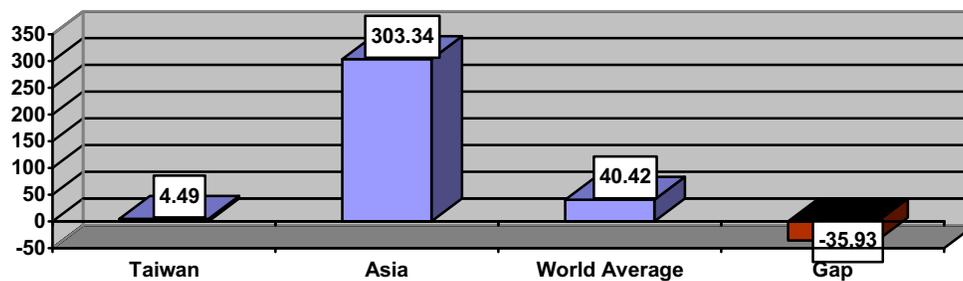
| Ratios | Taiwan | Asia | World Avg. |
|--|--------|--------|------------|
| Profitability | | | |
| Return on Equity - Total (%) | 4.49 | 303.34 | 40.42 |
| Reinvestment Rate - Total (%) | 3.74 | 298.99 | 36.21 |
| Return on Assets (%) | 2.40 | 211.64 | 27.07 |
| Return on Invested Capital (%) | 5.43 | 302.51 | 39.29 |
| Cash Earnings Return On Equity (%) | 18.54 | 272.17 | 53.28 |
| Cash Flow % Sales | 3.44 | 10.64 | 10.48 |
| Cost Goods Sold / Sales (%) | 68.34 | 66.18 | 72.70 |
| Gross Profit Margin (%) | 4.97 | 15.90 | 16.12 |
| Operating Profit Margin (%) | 0.51 | 6.56 | 6.90 |
| Operating Inc / Total Capital (%) | 1.34 | 271.62 | 40.89 |
| Pretax Margin (%) | 1.21 | 8.15 | 6.98 |
| Tax Rate (%) | 29.54 | 22.21 | 25.67 |
| Net Margin (%) | 0.96 | 5.98 | 4.73 |
| Total Asset Turnover (X) th USD | 1.77 | 0.87 | 1.01 |
| Asset Utilization | | | |
| Inventory Turnover (%) | 9.22 | 8.05 | 11.30 |
| Net Sales % Working Capital | 18.19 | 7.24 | 40.55 |
| Capital Expenditure % Gross Fixed Assets | 9.31 | 6.72 | 8.27 |
| Capital Expenditure % Total Assets | 7.99 | 5.26 | 6.22 |
| Capital Expenditure % Total Sales | 3.47 | 6.11 | 6.84 |
| Accumulated Depreciation % Gross Fixed Assets | 48.24 | 38.78 | 42.30 |
| Leverage | | | |
| Total Debt % Total Capital | 4.00 | 23.94 | 29.01 |
| Long Term Debt % Total Capital | 1.41 | 11.37 | 16.07 |
| Equity % Total Capital | 70.63 | 72.00 | 73.71 |
| Fixed Charge Coverage Ratio | 3.24 | 145.68 | 61.38 |
| Dividend Payout (% Earnings) - Total Dividends | 9.59 | 19.13 | 17.25 |
| Fixed Assets % Common Equity | 54.46 | 103.98 | 99.97 |
| Working Capital % Total Capital | 23.35 | 17.33 | 18.19 |
| Liquidity | | | |
| Quick Ratio | 0.68 | 1.02 | 0.90 |
| Current Ratio | 0.93 | 1.48 | 1.40 |
| Cash & Equivalents % Total Current Assets | 9.12 | 19.75 | 22.66 |
| Receivables % Total Current Assets | 46.21 | 38.85 | 35.94 |
| Inventories % Total Current Assets | 20.14 | 22.99 | 28.37 |
| Accounts Receivables Days | 71.94 | 82.13 | 73.09 |
| Inventories (# of Days) Held | 29.80 | 60.36 | 68.77 |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

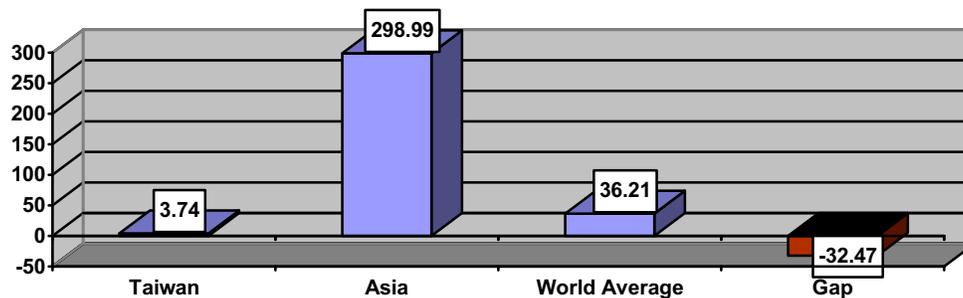
3.5.4 Large Variances: Ratios

The following graphics summarize for aircraft engines and engine parts manufacturing 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.

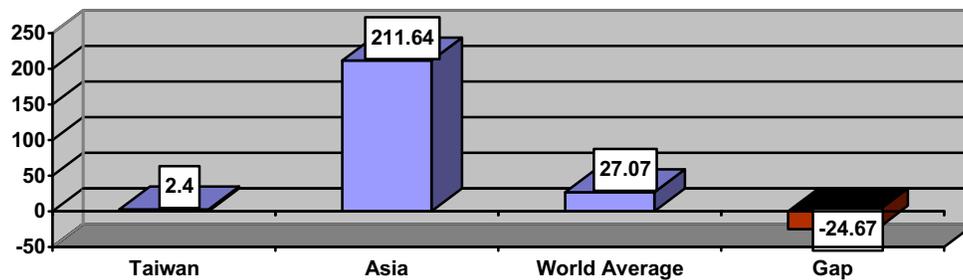
Gap: Return on Equity - Total (%)



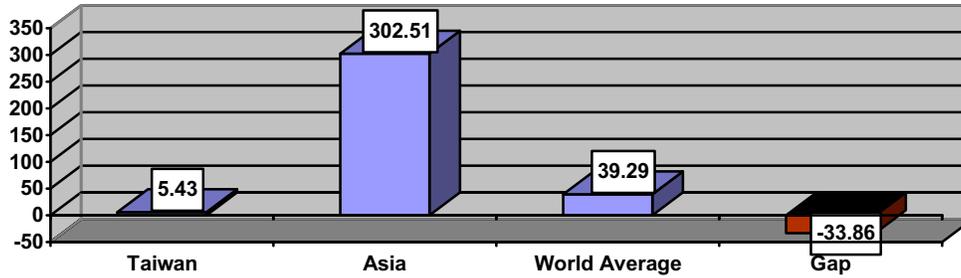
Gap: Reinvestment Rate - Total (%)



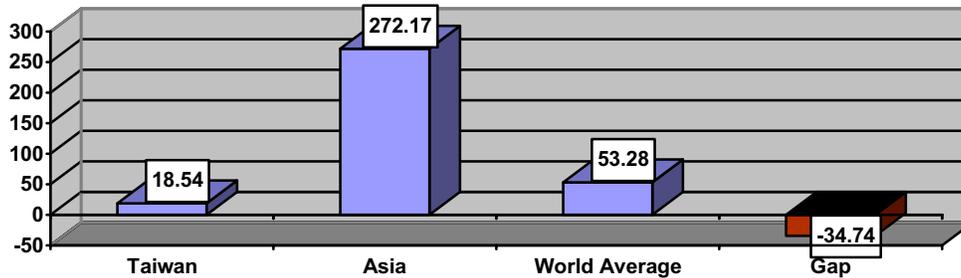
Gap: Return on Assets (%)



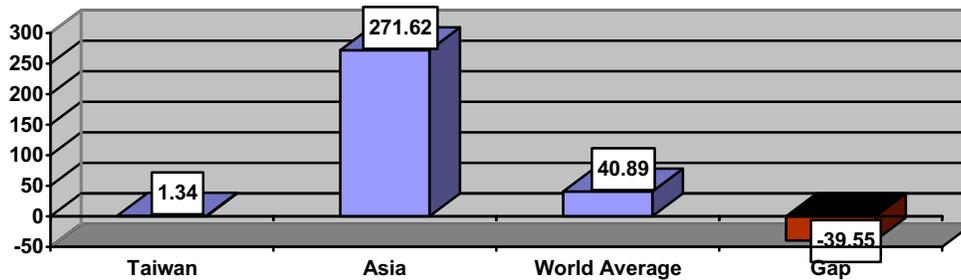
Gap: Return on Invested Capital (%)



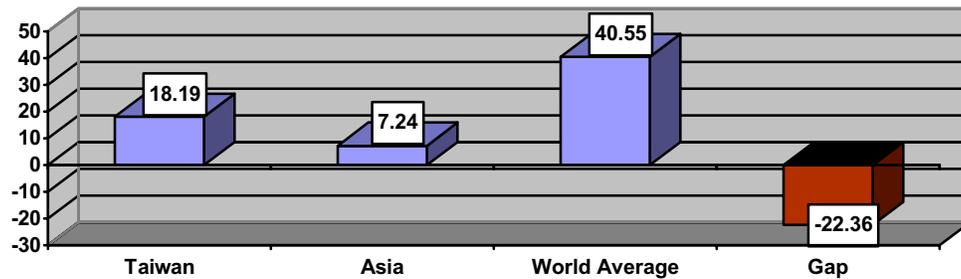
Gap: Cash Earnings Return On Equity (%)



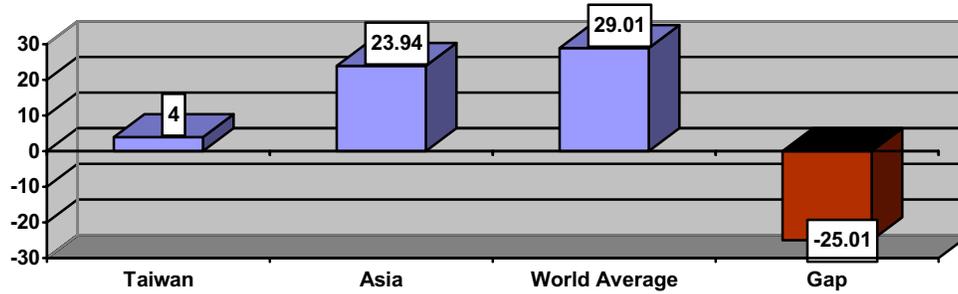
Gap: Operating Inc / Total Capital (%)



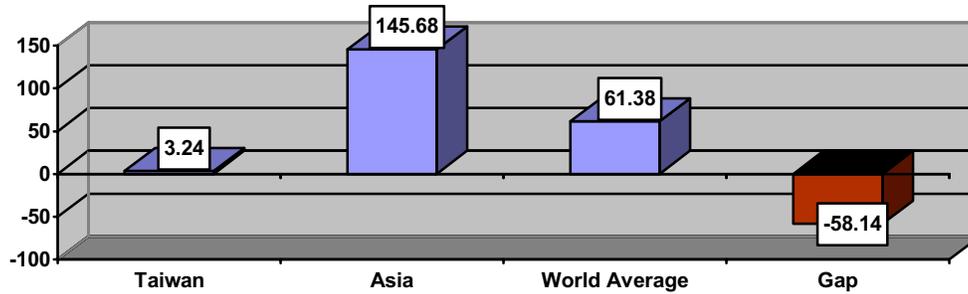
Gap: Net Sales % Working Capital



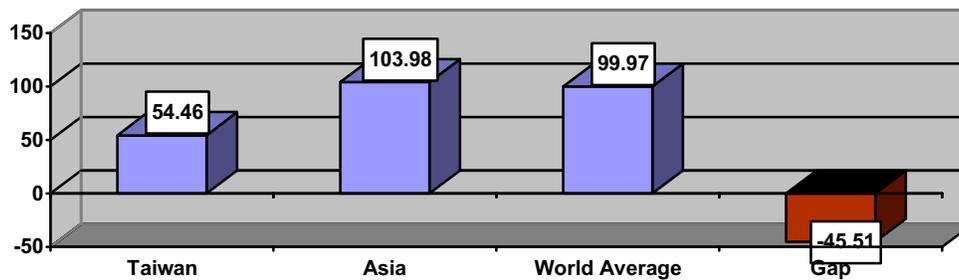
Gap: Total Debt % Total Capital



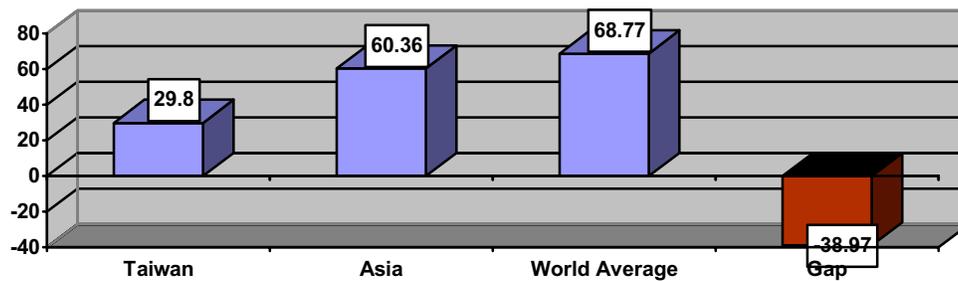
Gap: Fixed Charge Coverage Ratio



Gap: Fixed Assets % Common Equity



Gap: Inventories (# of Days) Held



3.5.5 Key Percentiles and Rankings

We now consider the distribution of financial ratios for aircraft engines and engine parts manufacturing 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 (%) | 4.49 | 42 of 53 | 20.75 |
| Reinvestment Rate - Total (%) | 3.74 | 35 of 53 | 33.96 |
| Return on Assets (%) | 2.40 | 42 of 53 | 20.75 |
| Return on Invested Capital (%) | 5.43 | 42 of 53 | 20.75 |
| Cash Earnings Return On Equity (%) | 18.54 | 41 of 53 | 22.64 |
| Cash Flow % Sales | 3.44 | 46 of 53 | 13.21 |
| Cost Goods Sold / Sales (%) | 68.34 | 38 of 53 | 28.30 |
| Gross Profit Margin (%) | 4.97 | 49 of 53 | 7.55 |
| Operating Profit Margin (%) | 0.51 | 52 of 53 | 1.89 |
| Operating Inc / Total Capital (%) | 1.34 | 51 of 53 | 3.77 |
| Pretax Margin (%) | 1.21 | 46 of 53 | 13.21 |
| Tax Rate (%) | 29.54 | 24 of 48 | 50.00 |
| Net Margin (%) | 0.96 | 46 of 53 | 13.21 |
| Total Asset Turnover (X) th USD | 1.77 | 6 of 53 | 88.68 |
| Asset Utilization | | | |
| Inventory Turnover (%) | 9.22 | 10 of 53 | 81.13 |
| Net Sales % Working Capital | 18.19 | 9 of 53 | 83.02 |
| Capital Expenditure % Gross Fixed Assets | 9.31 | 19 of 53 | 64.15 |
| Capital Expenditure % Total Assets | 7.99 | 12 of 53 | 77.36 |
| Capital Expenditure % Total Sales | 3.47 | 43 of 53 | 18.87 |
| Accumulated Depreciation % Gross Fixed Assets | 48.24 | 26 of 53 | 50.94 |
| Leverage | | | |
| Total Debt % Total Capital | 4.00 | 52 of 53 | 1.89 |
| Long Term Debt % Total Capital | 1.41 | 46 of 52 | 11.54 |
| Equity % Total Capital | 70.63 | 30 of 53 | 43.40 |
| Fixed Charge Coverage Ratio | 3.24 | 42 of 53 | 20.75 |
| Dividend Payout (% Earnings) - Total Dividends | 9.59 | 38 of 38 | 0.00 |
| Fixed Assets % Common Equity | 54.46 | 47 of 53 | 11.32 |
| Working Capital % Total Capital | 23.35 | 33 of 53 | 37.74 |
| Liquidity | | | |
| Quick Ratio | 0.68 | 46 of 53 | 13.21 |
| Current Ratio | 0.93 | 49 of 53 | 7.55 |
| Cash & Equivalents % Total Current Assets | 9.12 | 45 of 53 | 15.09 |
| Receivables % Total Current Assets | 46.21 | 16 of 53 | 69.81 |
| Inventories % Total Current Assets | 20.14 | 46 of 53 | 13.21 |
| Accounts Receivables Days | 71.94 | 29 of 53 | 45.28 |
| Inventories (# of Days) Held | 29.80 | 53 of 53 | 0.00 |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Gross Profit Margin (%)

| Countries | Value | Rank | Percentile | Region |
|--------------------|-------------|-----------|-------------|-----------------|
| Brazil | 32.47 | 1 | 98.11 | Latin America |
| New Zealand | 31.81 | 2 | 96.23 | Oceania |
| Thailand | 31.42 | 3 | 94.34 | Asia |
| Hong Kong | 31.17 | 4 | 92.45 | Asia |
| Philippines | 25.91 | 6 | 88.68 | Asia |
| Italy | 24.84 | 7 | 86.79 | Europe |
| Sweden | 24.60 | 8 | 84.91 | Europe |
| Mexico | 23.89 | 10 | 81.13 | Latin America |
| Peru | 23.22 | 12 | 77.36 | Latin America |
| Chile | 23.09 | 13 | 75.47 | Latin America |
| Malaysia | 23.05 | 14 | 73.58 | Asia |
| Turkey | 22.22 | 15 | 71.70 | the Middle East |
| Switzerland | 21.17 | 18 | 66.04 | Europe |
| the United Kingdom | 20.96 | 19 | 64.15 | Europe |
| USA | 20.93 | 20 | 62.26 | North America |
| China | 20.49 | 21 | 60.38 | Asia |
| Greece | 20.20 | 22 | 58.49 | Europe |
| Austria | 19.64 | 23 | 56.60 | Europe |
| Luxembourg | 18.31 | 24 | 54.72 | Europe |
| Czech Republic | 17.98 | 25 | 52.83 | Europe |
| Canada | 17.82 | 26 | 50.94 | North America |
| Finland | 17.08 | 28 | 47.17 | Europe |
| Norway | 17.05 | 29 | 45.28 | Europe |
| Germany | 17.05 | 30 | 43.40 | Europe |
| Argentina | 16.75 | 31 | 41.51 | Latin America |
| Japan | 16.30 | 32 | 39.62 | Asia |
| Singapore | 15.98 | 33 | 37.74 | Asia |
| Australia | 15.32 | 34 | 35.85 | Oceania |
| Netherlands | 13.41 | 35 | 33.96 | Europe |
| India | 13.32 | 36 | 32.08 | Asia |
| France | 12.83 | 37 | 30.19 | Europe |
| South Korea | 12.62 | 38 | 28.30 | Asia |
| Denmark | 11.74 | 39 | 26.42 | Europe |
| Pakistan | 11.07 | 40 | 24.53 | the Middle East |
| South Africa | 7.67 | 41 | 22.64 | Africa |
| Portugal | 7.39 | 42 | 20.75 | Europe |
| Belgium | 7.34 | 43 | 18.87 | Europe |
| Indonesia | 6.89 | 44 | 16.98 | Asia |
| Spain | 6.56 | 45 | 15.09 | Europe |
| Israel | 6.02 | 47 | 11.32 | the Middle East |
| Ireland | 5.97 | 48 | 9.43 | Europe |
| Taiwan | 4.97 | 49 | 7.55 | Asia |
| Russian Federation | 3.45 | 51 | 3.77 | Europe |
| Hungary | 3.10 | 52 | 1.89 | Europe |
| Poland | 2.53 | 53 | 0.00 | Europe |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Gross Profit Margin (%)
(Aircraft Engines and Engine Parts Manufacturing)

| Countries in Asia | Value | Rank | Percentile |
|-------------------|-------------|-----------|-------------|
| Thailand | 31.42 | 1 | 96.15 |
| Hong Kong | 31.17 | 2 | 92.31 |
| Mongolia | 28.03 | 3 | 88.46 |
| Burma | 26.00 | 4 | 84.62 |
| Philippines | 25.91 | 5 | 80.77 |
| Malaysia | 23.05 | 6 | 76.92 |
| North Korea | 22.53 | 7 | 73.08 |
| Papua New Guinea | 21.75 | 8 | 69.23 |
| China | 20.49 | 9 | 65.38 |
| Brunei | 19.12 | 10 | 61.54 |
| Sri Lanka | 17.80 | 11 | 57.69 |
| Macau | 16.50 | 12 | 53.85 |
| Japan | 16.30 | 13 | 50.00 |
| Singapore | 15.98 | 14 | 46.15 |
| India | 13.32 | 15 | 42.31 |
| South Korea | 12.62 | 16 | 38.46 |
| Cambodia | 10.11 | 17 | 34.62 |
| Laos | 9.75 | 18 | 30.77 |
| Vietnam | 8.84 | 19 | 26.92 |
| Bangladesh | 7.58 | 20 | 23.08 |
| Bhutan | 7.22 | 21 | 19.23 |
| Indonesia | 6.89 | 22 | 15.38 |
| Nepal | 6.46 | 23 | 11.54 |
| Maldives | 6.29 | 24 | 7.69 |
| Taiwan | 4.97 | 25 | 3.85 |
| Seychelles | 3.22 | 26 | 0.00 |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Pretax Margin (%)

| Countries | Value | Rank | Percentile | Region |
|--------------------|-------------|-----------|--------------|-----------------|
| Thailand | 23.45 | 1 | 98.11 | Asia |
| Peru | 17.33 | 5 | 90.57 | Latin America |
| Malaysia | 11.81 | 6 | 88.68 | Asia |
| Chile | 11.54 | 7 | 86.79 | Latin America |
| New Zealand | 11.27 | 8 | 84.91 | Oceania |
| Hong Kong | 11.04 | 9 | 83.02 | Asia |
| Brazil | 10.63 | 10 | 81.13 | Latin America |
| India | 10.24 | 11 | 79.25 | Asia |
| Pakistan | 9.25 | 12 | 77.36 | the Middle East |
| Singapore | 8.90 | 13 | 75.47 | Asia |
| Canada | 7.13 | 14 | 73.58 | North America |
| Greece | 7.02 | 15 | 71.70 | Europe |
| Mexico | 6.88 | 16 | 69.81 | Latin America |
| Australia | 6.88 | 17 | 67.92 | Oceania |
| France | 6.65 | 18 | 66.04 | Europe |
| Philippines | 6.62 | 19 | 64.15 | Asia |
| Sweden | 6.56 | 20 | 62.26 | Europe |
| China | 6.31 | 22 | 58.49 | Asia |
| Czech Republic | 6.25 | 23 | 56.60 | Europe |
| the United Kingdom | 5.96 | 25 | 52.83 | Europe |
| Argentina | 5.82 | 26 | 50.94 | Latin America |
| Indonesia | 5.73 | 27 | 49.06 | Asia |
| Norway | 5.61 | 29 | 45.28 | Europe |
| USA | 5.19 | 31 | 41.51 | North America |
| Switzerland | 5.05 | 32 | 39.62 | Europe |
| South Africa | 5.05 | 33 | 37.74 | Africa |
| Austria | 4.98 | 34 | 35.85 | Europe |
| Denmark | 4.83 | 35 | 33.96 | Europe |
| Luxembourg | 4.37 | 36 | 32.08 | Europe |
| South Korea | 4.13 | 37 | 30.19 | Asia |
| Germany | 3.71 | 38 | 28.30 | Europe |
| Turkey | 3.69 | 39 | 26.42 | the Middle East |
| Japan | 2.37 | 40 | 24.53 | Asia |
| Italy | 1.83 | 41 | 22.64 | Europe |
| Belgium | 1.82 | 42 | 20.75 | Europe |
| Spain | 1.60 | 43 | 18.87 | Europe |
| Israel | 1.47 | 44 | 16.98 | the Middle East |
| Ireland | 1.46 | 45 | 15.09 | Europe |
| Taiwan | 1.21 | 46 | 13.21 | Asia |
| Portugal | 0.80 | 47 | 11.32 | Europe |
| Finland | -0.11 | 48 | 9.43 | Europe |
| Netherlands | -0.97 | 49 | 7.55 | Europe |
| Poland | -2.45 | 50 | 5.66 | Europe |
| Hungary | -2.99 | 51 | 3.77 | Europe |
| Russian Federation | -3.33 | 52 | 1.89 | Europe |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Pretax Margin (%)
(Aircraft Engines and Engine Parts Manufacturing)

| Countries in Asia | Value | Rank | Percentile |
|-------------------|-------------|-----------|-------------|
| Thailand | 23.45 | 1 | 96.15 |
| Mongolia | 20.92 | 2 | 92.31 |
| Papua New Guinea | 19.00 | 3 | 88.46 |
| North Korea | 16.82 | 4 | 84.62 |
| Malaysia | 11.81 | 5 | 80.77 |
| Hong Kong | 11.04 | 6 | 76.92 |
| India | 10.24 | 7 | 73.08 |
| Singapore | 8.90 | 8 | 69.23 |
| Cambodia | 7.77 | 9 | 65.38 |
| Laos | 7.50 | 10 | 61.54 |
| Vietnam | 6.80 | 11 | 57.69 |
| Burma | 6.64 | 12 | 53.85 |
| Philippines | 6.62 | 13 | 50.00 |
| China | 6.31 | 14 | 46.15 |
| Sri Lanka | 5.99 | 15 | 42.31 |
| Bangladesh | 5.83 | 16 | 38.46 |
| Macau | 5.74 | 17 | 34.62 |
| Indonesia | 5.73 | 18 | 30.77 |
| Bhutan | 5.55 | 19 | 26.92 |
| Maldives | 5.22 | 20 | 23.08 |
| Nepal | 4.97 | 21 | 19.23 |
| Brunei | 4.56 | 22 | 15.38 |
| South Korea | 4.13 | 23 | 11.54 |
| Japan | 2.37 | 24 | 7.69 |
| Taiwan | 1.21 | 25 | 3.85 |
| Seychelles | -3.11 | 26 | 0.00 |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Quick Ratio

| Countries | Value | Rank | Percentile | Region |
|--------------------|-------------|-----------|--------------|-----------------|
| Indonesia | 2.47 | 1 | 98.11 | Asia |
| Malaysia | 2.26 | 3 | 94.34 | Asia |
| New Zealand | 1.59 | 4 | 92.45 | Oceana |
| Hong Kong | 1.56 | 5 | 90.57 | Asia |
| Thailand | 1.31 | 6 | 88.68 | Asia |
| Chile | 1.24 | 7 | 86.79 | Latin America |
| Turkey | 1.20 | 8 | 84.91 | the Middle East |
| Switzerland | 1.17 | 10 | 81.13 | Europe |
| USA | 1.15 | 11 | 79.25 | North America |
| Philippines | 1.10 | 12 | 77.36 | Asia |
| Brazil | 1.09 | 14 | 73.58 | Latin America |
| Sweden | 1.09 | 15 | 71.70 | Europe |
| Greece | 1.04 | 16 | 69.81 | Europe |
| Norway | 1.04 | 17 | 67.92 | Europe |
| Singapore | 1.03 | 18 | 66.04 | Asia |
| Luxembourg | 1.01 | 20 | 62.26 | Europe |
| Canada | 1.00 | 21 | 60.38 | North America |
| Japan | 0.99 | 22 | 58.49 | Asia |
| Finland | 0.98 | 24 | 54.72 | Europe |
| South Korea | 0.97 | 25 | 52.83 | Asia |
| Peru | 0.97 | 26 | 50.94 | Latin America |
| China | 0.97 | 27 | 49.06 | Asia |
| Czech Republic | 0.93 | 29 | 45.28 | Europe |
| South Africa | 0.92 | 30 | 43.40 | Africa |
| Austria | 0.92 | 31 | 41.51 | Europe |
| Belgium | 0.92 | 32 | 39.62 | Europe |
| Denmark | 0.91 | 33 | 37.74 | Europe |
| Australia | 0.90 | 34 | 35.85 | Oceana |
| Spain | 0.90 | 35 | 33.96 | Europe |
| Pakistan | 0.88 | 36 | 32.08 | the Middle East |
| Argentina | 0.86 | 37 | 30.19 | Latin America |
| Germany | 0.82 | 38 | 28.30 | Europe |
| Israel | 0.82 | 39 | 26.42 | the Middle East |
| Italy | 0.82 | 40 | 24.53 | Europe |
| Ireland | 0.81 | 41 | 22.64 | Europe |
| France | 0.81 | 42 | 20.75 | Europe |
| the United Kingdom | 0.76 | 43 | 18.87 | Europe |
| India | 0.74 | 44 | 16.98 | Asia |
| Mexico | 0.68 | 45 | 15.09 | Latin America |
| Taiwan | 0.68 | 46 | 13.21 | Asia |
| Netherlands | 0.63 | 48 | 9.43 | Europe |
| Portugal | 0.46 | 49 | 7.55 | Europe |
| Russian Federation | 0.33 | 51 | 3.77 | Europe |
| Hungary | 0.30 | 52 | 1.89 | Europe |
| Poland | 0.24 | 53 | 0.00 | Europe |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Quick Ratio (Aircraft Engines and Engine Parts Manufacturing)

| Countries in Asia | Value | Rank | Percentile |
|-------------------|-------------|-----------|--------------|
| Indonesia | 2.47 | 1 | 96.15 |
| Malaysia | 2.26 | 2 | 92.31 |
| Maldives | 2.25 | 3 | 88.46 |
| Hong Kong | 1.56 | 4 | 84.62 |
| Thailand | 1.31 | 5 | 80.77 |
| Sri Lanka | 1.20 | 6 | 76.92 |
| Mongolia | 1.17 | 7 | 73.08 |
| Burma | 1.11 | 8 | 69.23 |
| Philippines | 1.10 | 9 | 65.38 |
| Brunei | 1.06 | 10 | 61.54 |
| Singapore | 1.03 | 11 | 57.69 |
| Japan | 0.99 | 12 | 53.85 |
| South Korea | 0.97 | 13 | 50.00 |
| China | 0.97 | 14 | 46.15 |
| North Korea | 0.94 | 15 | 42.31 |
| Papua New Guinea | 0.90 | 16 | 38.46 |
| Macau | 0.85 | 17 | 34.62 |
| India | 0.74 | 18 | 30.77 |
| Taiwan | 0.68 | 19 | 26.92 |
| Cambodia | 0.56 | 20 | 23.08 |
| Laos | 0.54 | 21 | 19.23 |
| Vietnam | 0.49 | 22 | 15.38 |
| Bangladesh | 0.42 | 23 | 11.54 |
| Bhutan | 0.40 | 24 | 7.69 |
| Nepal | 0.36 | 25 | 3.85 |
| Seychelles | 0.31 | 26 | 0.00 |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Current Ratio

| Countries | Value | Rank | Percentile | Region |
|--------------------|-------------|-----------|-------------|-----------------|
| Indonesia | 3.63 | 1 | 98.11 | Asia |
| Malaysia | 3.38 | 3 | 94.34 | Asia |
| Australia | 2.23 | 4 | 92.45 | Oceania |
| USA | 2.14 | 5 | 90.57 | North America |
| South Africa | 2.05 | 6 | 88.68 | Africa |
| Finland | 2.04 | 7 | 86.79 | Europe |
| New Zealand | 1.99 | 8 | 84.91 | Oceania |
| Hong Kong | 1.95 | 9 | 83.02 | Asia |
| Denmark | 1.91 | 10 | 81.13 | Europe |
| Sweden | 1.89 | 11 | 79.25 | Europe |
| Chile | 1.88 | 12 | 77.36 | Latin America |
| Thailand | 1.84 | 13 | 75.47 | Asia |
| Germany | 1.74 | 14 | 73.58 | Europe |
| Canada | 1.72 | 15 | 71.70 | North America |
| Singapore | 1.69 | 16 | 69.81 | Asia |
| Turkey | 1.63 | 17 | 67.92 | the Middle East |
| Austria | 1.59 | 18 | 66.04 | Europe |
| Brazil | 1.57 | 19 | 64.15 | Latin America |
| Switzerland | 1.56 | 20 | 62.26 | Europe |
| Greece | 1.53 | 23 | 56.60 | Europe |
| Belgium | 1.43 | 24 | 54.72 | Europe |
| Norway | 1.43 | 25 | 52.83 | Europe |
| France | 1.41 | 27 | 49.06 | Europe |
| Philippines | 1.40 | 28 | 47.17 | Asia |
| Japan | 1.40 | 29 | 45.28 | Asia |
| Netherlands | 1.39 | 30 | 43.40 | Europe |
| China | 1.38 | 31 | 41.51 | Asia |
| Italy | 1.38 | 32 | 39.62 | Europe |
| Czech Republic | 1.36 | 33 | 37.74 | Europe |
| Peru | 1.36 | 34 | 35.85 | Latin America |
| Luxembourg | 1.35 | 35 | 33.96 | Europe |
| the United Kingdom | 1.35 | 36 | 32.08 | Europe |
| India | 1.28 | 38 | 28.30 | Asia |
| Argentina | 1.27 | 39 | 26.42 | Latin America |
| Pakistan | 1.25 | 40 | 24.53 | the Middle East |
| Spain | 1.22 | 41 | 22.64 | Europe |
| South Korea | 1.20 | 42 | 20.75 | Asia |
| Mexico | 1.18 | 44 | 16.98 | Latin America |
| Portugal | 1.17 | 45 | 15.09 | Europe |
| Israel | 1.12 | 46 | 13.21 | the Middle East |
| Ireland | 1.11 | 47 | 11.32 | Europe |
| Taiwan | 0.93 | 49 | 7.55 | Asia |
| Russian Federation | 0.69 | 51 | 3.77 | Europe |
| Hungary | 0.62 | 52 | 1.89 | Europe |
| Poland | 0.51 | 53 | 0.00 | Europe |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Current Ratio
(Aircraft Engines and Engine Parts Manufacturing)

| Countries in Asia | Value | Rank | Percentile |
|-------------------|-------------|-----------|--------------|
| Indonesia | 3.63 | 1 | 96.15 |
| Malaysia | 3.38 | 2 | 92.31 |
| Maldives | 3.31 | 3 | 88.46 |
| Hong Kong | 1.95 | 4 | 84.62 |
| Thailand | 1.84 | 5 | 80.77 |
| Singapore | 1.69 | 6 | 76.92 |
| Mongolia | 1.64 | 7 | 73.08 |
| Brunei | 1.41 | 8 | 69.23 |
| Papua New Guinea | 1.40 | 9 | 65.38 |
| Burma | 1.40 | 10 | 61.54 |
| Philippines | 1.40 | 11 | 57.69 |
| Japan | 1.40 | 12 | 53.85 |
| China | 1.38 | 13 | 50.00 |
| Sri Lanka | 1.34 | 14 | 46.15 |
| North Korea | 1.32 | 15 | 42.31 |
| India | 1.28 | 16 | 38.46 |
| Macau | 1.25 | 17 | 34.62 |
| South Korea | 1.20 | 18 | 30.77 |
| Cambodia | 0.97 | 19 | 26.92 |
| Laos | 0.94 | 20 | 23.08 |
| Taiwan | 0.93 | 21 | 19.23 |
| Vietnam | 0.85 | 22 | 15.38 |
| Bangladesh | 0.73 | 23 | 11.54 |
| Bhutan | 0.69 | 24 | 7.69 |
| Seychelles | 0.65 | 25 | 3.85 |
| Nepal | 0.62 | 26 | 0.00 |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Inventories % Total Current Assets

| Countries | Value | Rank | Percentile | Region |
|--------------------|--------------|-----------|--------------|-----------------|
| Portugal | 59.65 | 1 | 98.11 | Europe |
| Australia | 57.27 | 2 | 96.23 | Oceana |
| South Africa | 54.46 | 3 | 94.34 | Africa |
| Denmark | 54.23 | 4 | 92.45 | Europe |
| Netherlands | 50.06 | 5 | 90.57 | Europe |
| Finland | 44.15 | 6 | 88.68 | Europe |
| Germany | 43.68 | 7 | 86.79 | Europe |
| Mexico | 42.32 | 8 | 84.91 | Latin America |
| Austria | 40.74 | 9 | 83.02 | Europe |
| Canada | 40.62 | 10 | 81.13 | North America |
| the United Kingdom | 39.76 | 11 | 79.25 | Europe |
| USA | 39.01 | 13 | 75.47 | North America |
| Indonesia | 38.08 | 14 | 73.58 | Asia |
| Sweden | 37.57 | 15 | 71.70 | Europe |
| Italy | 37.03 | 16 | 69.81 | Europe |
| Russian Federation | 35.87 | 18 | 66.04 | Europe |
| France | 35.31 | 21 | 60.38 | Europe |
| Belgium | 33.38 | 22 | 58.49 | Europe |
| Hungary | 32.22 | 23 | 56.60 | Europe |
| Singapore | 32.10 | 24 | 54.72 | Asia |
| Chile | 31.49 | 25 | 52.83 | Latin America |
| Greece | 31.44 | 26 | 50.94 | Europe |
| Brazil | 30.65 | 27 | 49.06 | Latin America |
| India | 30.14 | 28 | 47.17 | Asia |
| Pakistan | 28.54 | 29 | 45.28 | the Middle East |
| China | 28.29 | 30 | 43.40 | Asia |
| Czech Republic | 27.99 | 31 | 41.51 | Europe |
| Malaysia | 27.93 | 32 | 39.62 | Asia |
| Norway | 27.60 | 33 | 37.74 | Europe |
| Spain | 26.59 | 34 | 35.85 | Europe |
| Poland | 26.35 | 35 | 33.96 | Europe |
| Thailand | 26.29 | 36 | 32.08 | Asia |
| Argentina | 26.07 | 37 | 30.19 | Latin America |
| Switzerland | 25.07 | 38 | 28.30 | Europe |
| Israel | 24.37 | 39 | 26.42 | the Middle East |
| Ireland | 24.17 | 40 | 24.53 | Europe |
| Japan | 22.75 | 41 | 22.64 | Asia |
| Luxembourg | 21.69 | 43 | 18.87 | Europe |
| Turkey | 21.02 | 44 | 16.98 | the Middle East |
| Taiwan | 20.14 | 46 | 13.21 | Asia |
| Peru | 19.42 | 47 | 11.32 | Latin America |
| South Korea | 18.73 | 48 | 9.43 | Asia |
| New Zealand | 15.48 | 49 | 7.55 | Oceana |
| Hong Kong | 15.17 | 50 | 5.66 | Asia |
| Philippines | 12.13 | 51 | 3.77 | Asia |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

**Inventories % Total Current Assets
(Aircraft Engines and Engine Parts Manufacturing)**

| Countries in Asia | Value | Rank | Percentile |
|-------------------|--------------|-----------|--------------|
| Indonesia | 38.08 | 1 | 96.15 |
| Maldives | 34.72 | 2 | 92.31 |
| Seychelles | 33.47 | 3 | 88.46 |
| Papua New Guinea | 32.86 | 4 | 84.62 |
| Singapore | 32.10 | 5 | 80.77 |
| India | 30.14 | 6 | 76.92 |
| China | 28.29 | 7 | 73.08 |
| Malaysia | 27.93 | 8 | 69.23 |
| Thailand | 26.29 | 9 | 65.38 |
| Macau | 25.69 | 10 | 61.54 |
| Mongolia | 23.45 | 11 | 57.69 |
| Cambodia | 22.87 | 12 | 53.85 |
| Japan | 22.75 | 13 | 50.00 |
| Brunei | 22.64 | 14 | 46.15 |
| Laos | 22.06 | 15 | 42.31 |
| Taiwan | 20.14 | 16 | 38.46 |
| Vietnam | 20.01 | 17 | 34.62 |
| North Korea | 18.85 | 18 | 30.77 |
| South Korea | 18.73 | 19 | 26.92 |
| Bangladesh | 17.16 | 20 | 23.08 |
| Bhutan | 16.34 | 21 | 19.23 |
| Hong Kong | 15.17 | 22 | 15.38 |
| Nepal | 14.62 | 23 | 11.54 |
| Burma | 12.17 | 24 | 7.69 |
| Philippines | 12.13 | 25 | 3.85 |
| Sri Lanka | 9.06 | 26 | 0.00 |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Accounts Receivables Days

| Countries | Value | Rank | Percentile | Region |
|--------------------|--------------|-----------|--------------|-----------------|
| Chile | 340.88 | 1 | 98.11 | Latin America |
| Philippines | 180.19 | 2 | 96.23 | Asia |
| Belgium | 169.06 | 4 | 92.45 | Europe |
| New Zealand | 128.29 | 7 | 86.79 | Oceania |
| Hong Kong | 125.71 | 8 | 84.91 | Asia |
| Italy | 124.77 | 9 | 83.02 | Europe |
| France | 108.78 | 10 | 81.13 | Europe |
| Singapore | 103.24 | 11 | 79.25 | Asia |
| Malaysia | 103.09 | 12 | 77.36 | Asia |
| Greece | 94.97 | 13 | 75.47 | Europe |
| Spain | 94.97 | 14 | 73.58 | Europe |
| Turkey | 88.79 | 15 | 71.70 | the Middle East |
| Israel | 87.05 | 16 | 69.81 | the Middle East |
| Ireland | 86.33 | 17 | 67.92 | Europe |
| Thailand | 86.02 | 18 | 66.04 | Asia |
| Czech Republic | 84.55 | 19 | 64.15 | Europe |
| Switzerland | 81.00 | 20 | 62.26 | Europe |
| Netherlands | 80.32 | 21 | 60.38 | Europe |
| Austria | 78.86 | 22 | 58.49 | Europe |
| Argentina | 78.76 | 23 | 56.60 | Latin America |
| Norway | 77.45 | 24 | 54.72 | Europe |
| Denmark | 75.30 | 25 | 52.83 | Europe |
| South Korea | 75.22 | 26 | 50.94 | Asia |
| Japan | 73.13 | 27 | 49.06 | Asia |
| Taiwan | 71.94 | 29 | 45.28 | Asia |
| Brazil | 70.74 | 30 | 43.40 | Latin America |
| Luxembourg | 70.05 | 31 | 41.51 | Europe |
| Sweden | 69.28 | 32 | 39.62 | Europe |
| Finland | 68.32 | 33 | 37.74 | Europe |
| India | 66.58 | 35 | 33.96 | Asia |
| Canada | 65.55 | 36 | 32.08 | North America |
| Portugal | 65.49 | 37 | 30.19 | Europe |
| the United Kingdom | 64.33 | 38 | 28.30 | Europe |
| Peru | 63.56 | 39 | 26.42 | Latin America |
| China | 63.41 | 40 | 24.53 | Asia |
| Mexico | 62.36 | 42 | 20.75 | Latin America |
| Russian Federation | 61.26 | 43 | 18.87 | Europe |
| Indonesia | 60.81 | 44 | 16.98 | Asia |
| Germany | 58.59 | 45 | 15.09 | Europe |
| Australia | 55.43 | 48 | 9.43 | Oceania |
| Hungary | 55.04 | 49 | 7.55 | Europe |
| USA | 54.41 | 50 | 5.66 | North America |
| South Africa | 50.75 | 51 | 3.77 | Africa |
| Poland | 45.01 | 52 | 1.89 | Europe |
| Pakistan | 15.32 | 53 | 0.00 | the Middle East |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

**Accounts Receivables Days
(Aircraft Engines and Engine Parts Manufacturing)**

| Countries in Asia | Value | Rank | Percentile |
|-------------------|--------------|-----------|--------------|
| Burma | 180.82 | 1 | 96.15 |
| Philippines | 180.19 | 2 | 92.31 |
| Sri Lanka | 173.57 | 3 | 88.46 |
| Hong Kong | 125.71 | 4 | 84.62 |
| Papua New Guinea | 120.23 | 5 | 80.77 |
| Singapore | 103.24 | 6 | 76.92 |
| Malaysia | 103.09 | 7 | 73.08 |
| Thailand | 86.02 | 8 | 69.23 |
| Macau | 77.60 | 9 | 65.38 |
| Mongolia | 76.74 | 10 | 61.54 |
| South Korea | 75.22 | 11 | 57.69 |
| Brunei | 73.15 | 12 | 53.85 |
| Japan | 73.13 | 13 | 50.00 |
| Taiwan | 71.94 | 14 | 46.15 |
| India | 66.58 | 15 | 42.31 |
| China | 63.41 | 16 | 38.46 |
| North Korea | 61.70 | 17 | 34.62 |
| Indonesia | 60.81 | 18 | 30.77 |
| Seychelles | 57.16 | 19 | 26.92 |
| Maldives | 55.44 | 20 | 23.08 |
| Cambodia | 50.52 | 21 | 19.23 |
| Laos | 48.71 | 22 | 15.38 |
| Vietnam | 44.20 | 23 | 11.54 |
| Bangladesh | 37.89 | 24 | 7.69 |
| Bhutan | 36.08 | 25 | 3.85 |
| Nepal | 32.30 | 26 | 0.00 |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Inventories (# of Days) Held

| Countries | Value | Rank | Percentile | Region |
|--------------------|--------------|-----------|-------------|-----------------|
| Italy | 244.64 | 1 | 98.11 | Europe |
| Chile | 167.14 | 2 | 96.23 | Latin America |
| Greece | 115.62 | 3 | 94.34 | Europe |
| Denmark | 113.64 | 4 | 92.45 | Europe |
| France | 112.38 | 5 | 90.57 | Europe |
| Australia | 111.21 | 6 | 88.68 | Oceania |
| Singapore | 110.84 | 7 | 86.79 | Asia |
| Belgium | 110.66 | 8 | 84.91 | Europe |
| Portugal | 110.31 | 9 | 83.02 | Europe |
| Sweden | 106.67 | 10 | 81.13 | Europe |
| Czech Republic | 102.93 | 11 | 79.25 | Europe |
| Netherlands | 98.93 | 12 | 77.36 | Europe |
| Austria | 98.79 | 13 | 75.47 | Europe |
| Argentina | 95.88 | 14 | 73.58 | Latin America |
| Malaysia | 92.94 | 15 | 71.70 | Asia |
| Germany | 87.43 | 16 | 69.81 | Europe |
| Finland | 85.30 | 17 | 67.92 | Europe |
| Thailand | 83.87 | 19 | 64.15 | Asia |
| the United Kingdom | 80.93 | 20 | 62.26 | Europe |
| USA | 80.10 | 21 | 60.38 | North America |
| China | 77.00 | 22 | 58.49 | Asia |
| Indonesia | 76.69 | 23 | 56.60 | Asia |
| Brazil | 76.14 | 24 | 54.72 | Latin America |
| Canada | 73.35 | 25 | 52.83 | North America |
| Mexico | 70.00 | 28 | 47.17 | Latin America |
| Pakistan | 69.94 | 29 | 45.28 | the Middle East |
| New Zealand | 68.52 | 30 | 43.40 | Oceania |
| Hong Kong | 67.14 | 31 | 41.51 | Asia |
| India | 66.78 | 32 | 39.62 | Asia |
| South Africa | 65.73 | 33 | 37.74 | Africa |
| Peru | 61.97 | 36 | 32.08 | Latin America |
| Philippines | 55.01 | 37 | 30.19 | Asia |
| Switzerland | 51.72 | 39 | 26.42 | Europe |
| Japan | 50.57 | 40 | 24.53 | Asia |
| Turkey | 47.08 | 41 | 22.64 | the Middle East |
| Russian Federation | 45.29 | 44 | 16.98 | Europe |
| Luxembourg | 44.73 | 45 | 15.09 | Europe |
| Norway | 43.34 | 46 | 13.21 | Europe |
| Hungary | 40.69 | 47 | 11.32 | Europe |
| Spain | 39.34 | 48 | 9.43 | Europe |
| Israel | 36.06 | 49 | 7.55 | the Middle East |
| Ireland | 35.76 | 50 | 5.66 | Europe |
| South Korea | 33.60 | 51 | 3.77 | Asia |
| Poland | 33.28 | 52 | 1.89 | Europe |
| Taiwan | 29.80 | 53 | 0.00 | Asia |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Inventories (# of Days) Held
(Aircraft Engines and Engine Parts Manufacturing)

| Countries in Asia | Value | Rank | Percentile |
|-------------------|--------------|-----------|-------------|
| Singapore | 110.84 | 1 | 96.15 |
| Macau | 94.47 | 2 | 92.31 |
| Malaysia | 92.94 | 3 | 88.46 |
| Thailand | 83.87 | 4 | 84.62 |
| Papua New Guinea | 77.12 | 5 | 80.77 |
| China | 77.00 | 6 | 76.92 |
| Indonesia | 76.69 | 7 | 73.08 |
| Mongolia | 74.83 | 8 | 69.23 |
| Maldives | 69.93 | 9 | 65.38 |
| Hong Kong | 67.14 | 10 | 61.54 |
| India | 66.78 | 11 | 57.69 |
| North Korea | 60.16 | 12 | 53.85 |
| Burma | 55.20 | 13 | 50.00 |
| Philippines | 55.01 | 14 | 46.15 |
| Sri Lanka | 53.91 | 15 | 42.31 |
| Cambodia | 50.67 | 16 | 38.46 |
| Japan | 50.57 | 17 | 34.62 |
| Laos | 48.86 | 18 | 30.77 |
| Brunei | 46.71 | 19 | 26.92 |
| Vietnam | 44.34 | 20 | 23.08 |
| Seychelles | 42.27 | 21 | 19.23 |
| Bangladesh | 38.00 | 22 | 15.38 |
| Bhutan | 36.19 | 23 | 11.54 |
| South Korea | 33.60 | 24 | 7.69 |
| Nepal | 32.39 | 25 | 3.85 |
| Taiwan | 29.80 | 26 | 0.00 |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

3.6 PRODUCTIVITY IN TAIWAN: ASSET-LABOR RATIOS

3.6.1 Overview

In this chapter, we consider numerous asset-labor ratios for aircraft engines and engine parts manufacturing in Taiwan benchmarked against global averages. Productivity and utilization ratios are presented for companies operating in Taiwan and the average global benchmarks for aircraft engines and engine parts manufacturing. 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 aircraft engines and engine parts manufacturing 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 aircraft engines and engine parts manufacturing in Taiwan based on latest financial results available.

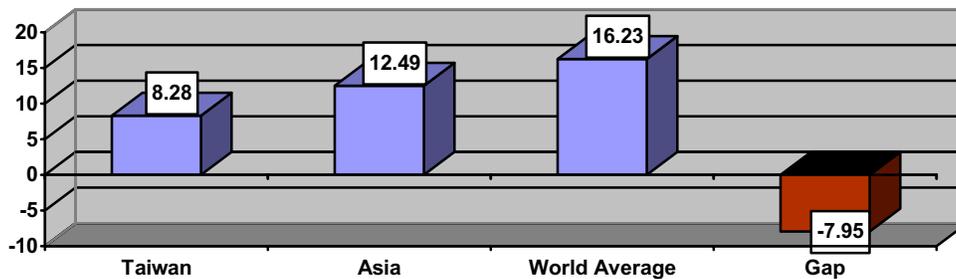
| Labor-asset Ratios (\$k/employee) | Taiwan | Asia | World Avg. |
|---|---------------|--------------|-------------------|
| Cash & Short Term Investments | 8.28 | 12.49 | 16.23 |
| Cash | 0.34 | 5.58 | 6.47 |
| Short Term Investments | 11.52 | 9.04 | 11.76 |
| Receivables (Net) | 43.98 | 21.14 | 20.61 |
| Total Inventories | 18.13 | 11.21 | 17.03 |
| Raw Materials | 3.74 | 2.84 | 4.99 |
| Work in Process | 2.71 | 2.48 | 2.94 |
| Finished Goods | 13.22 | 7.33 | 6.65 |
| Progress Payments & Other | -0.33 | 0.97 | 1.33 |
| Other Current Assets | 0.24 | 1.44 | 1.73 |
| Current Assets - Total | 70.64 | 47.25 | 56.71 |
| Long Term Receivables | 0.14 | 1.27 | 1.89 |
| Investments in Unconsolidated Subsidiaries | 3.17 | 4.59 | 3.08 |
| Other Investments | 0.16 | 5.73 | 4.75 |
| Property Plant and Equipment - Net | 31.33 | 32.97 | 34.62 |
| Property Plant and Equipment - Gross | 86.90 | 56.71 | 57.19 |
| Buildings | 17.23 | 12.85 | 11.68 |
| Machinery & Equipment | 48.15 | 25.94 | 28.94 |
| Other Property Plant & Equipment | 37.41 | 9.44 | 9.89 |
| Accumulated Depreciation - Total | 55.57 | 25.64 | 25.88 |
| Accumulated Depreciation - Buildings | 8.01 | 4.33 | 3.21 |
| Accumulated Depreciation -Machinery & Equipment | 34.42 | 17.21 | 15.74 |
| Accumulated Depreciation - Other Prop & Equip | 22.66 | 4.04 | 4.13 |
| Other Assets | 3.01 | 5.03 | 7.76 |
| Deferred Charges | 0.00 | 1.21 | 1.12 |
| Intangible Other Assets | 1.28 | 1.25 | 3.43 |
| Total Assets | 107.29 | 93.70 | 106.29 |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

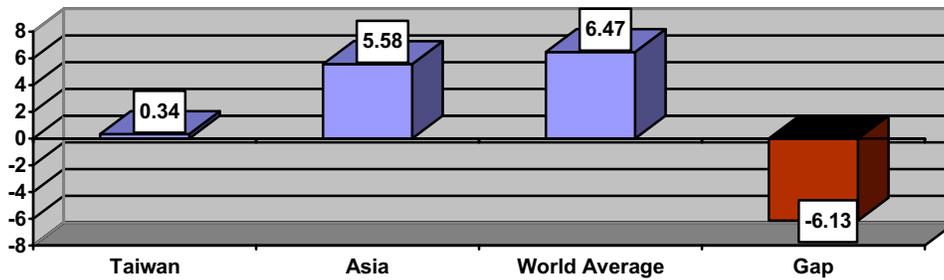
3.6.3 Asset to Labor: International Gaps

The following graphics summarize for aircraft engines and engine parts manufacturing 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.

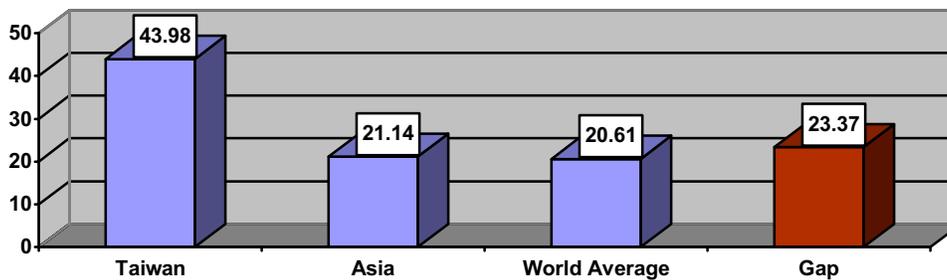
Gap: Cash & Short Term Investments (\$k/employee)



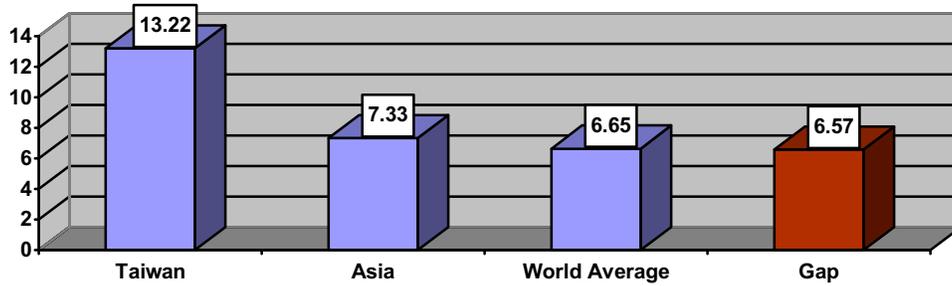
Gap: Cash (\$k/employee)



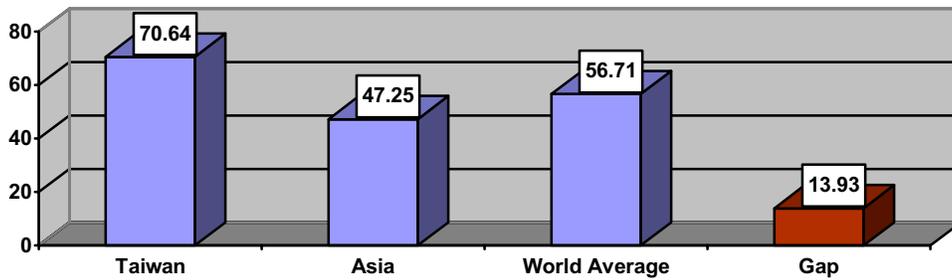
Gap: Receivables (Net) (\$k/employee)



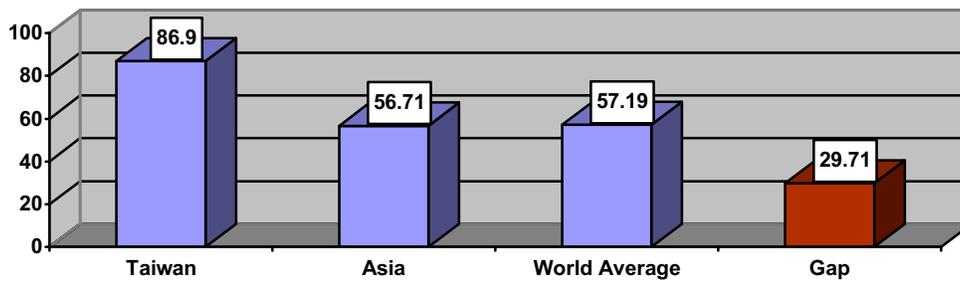
Gap: Finished Goods (\$k/employee)



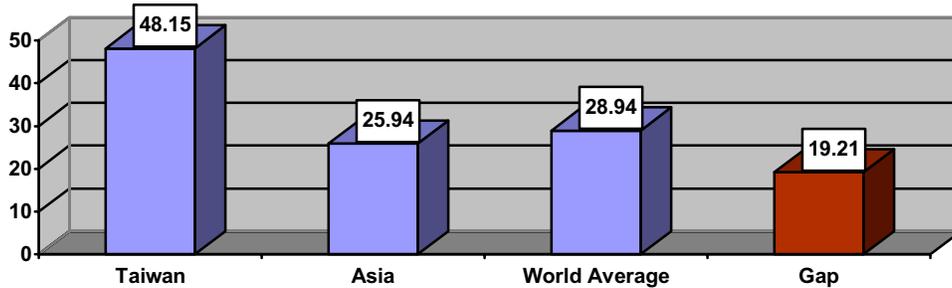
Gap: Current Assets - Total (\$k/employee)



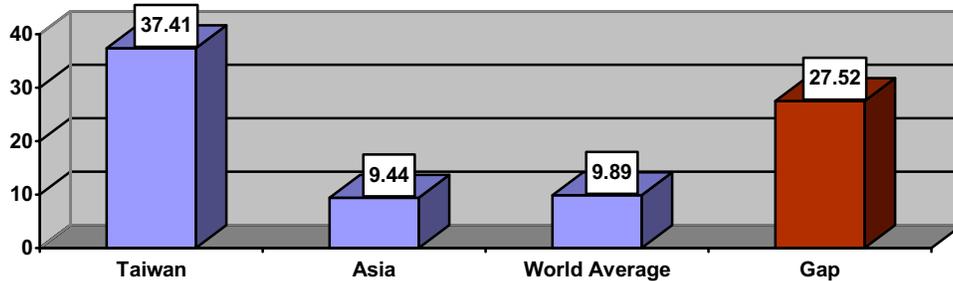
Gap: Property Plant and Equipment - Gross (\$k/employee)



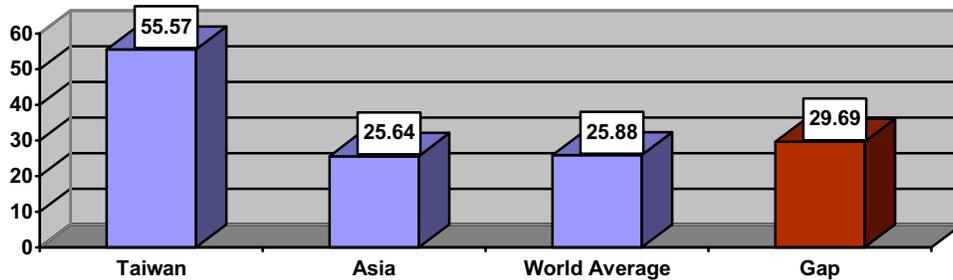
Gap: Machinery & Equipment (\$k/employee)



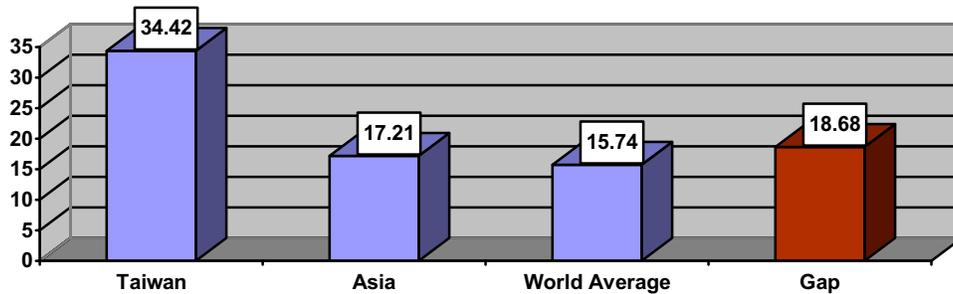
Gap: Other Property Plant & Equipment (\$k/employee)



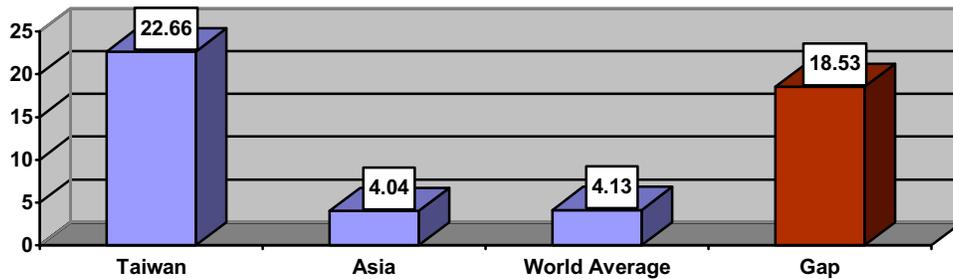
Gap: Accumulated Depreciation - Total (\$k/employee)



Gap: Accumulated Depreciation - Machinery & Equipment (\$k/employee)



Gap: Accumulated Depreciation - Other Prop & Equip (\$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 | 8.28 | 29 of 53 | 45.28 |
| Cash | 0.34 | 48 of 49 | 2.04 |
| Short Term Investments | 11.52 | 16 of 41 | 60.98 |
| Receivables (Net) | 43.98 | 16 of 53 | 69.81 |
| Total Inventories | 18.13 | 30 of 53 | 43.40 |
| Raw Materials | 3.74 | 27 of 48 | 43.75 |
| Work in Process | 2.71 | 28 of 44 | 36.36 |
| Finished Goods | 13.22 | 20 of 44 | 54.55 |
| Progress Payments & Other | -0.33 | 41 of 45 | 8.89 |
| Other Current Assets | 0.24 | 38 of 46 | 17.39 |
| Current Assets - Total | 70.64 | 27 of 53 | 49.06 |
| Long Term Receivables | 0.14 | 29 of 32 | 9.38 |
| Investments in Unconsolidated Subsidiaries | 3.17 | 26 of 44 | 40.91 |
| Other Investments | 0.16 | 27 of 36 | 25.00 |
| Property Plant and Equipment - Net | 31.33 | 29 of 53 | 45.28 |
| Property Plant and Equipment - Gross | 86.90 | 13 of 53 | 75.47 |
| Buildings | 17.23 | 26 of 51 | 49.02 |
| Machinery & Equipment | 48.15 | 16 of 51 | 68.63 |
| Other Property Plant & Equipment | 37.41 | 6 of 48 | 87.50 |
| Accumulated Depreciation - Total | 55.57 | 11 of 53 | 79.25 |
| Accumulated Depreciation - Buildings | 8.01 | 16 of 49 | 67.35 |
| Accumulated Depreciation -Machinery & Equipment | 34.42 | 13 of 48 | 72.92 |
| Accumulated Depreciation - Other Prop & Equip | 22.66 | 6 of 40 | 85.00 |
| Other Assets | 3.01 | 34 of 52 | 34.62 |
| Deferred Charges | 0.00 | 27 of 27 | 0.00 |
| Intangible Other Assets | 1.28 | 27 of 48 | 43.75 |
| Total Assets | 107.29 | 30 of 53 | 43.40 |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Cash & Short Term Investments

| Countries | Value (\$K/employee) | Rank | Percentile | Region |
|--------------------|----------------------|-----------|--------------|-----------------|
| Pakistan | 112.97 | 1 | 98.11 | the Middle East |
| Singapore | 50.34 | 2 | 96.23 | Asia |
| South Korea | 42.63 | 3 | 94.34 | Asia |
| New Zealand | 34.60 | 4 | 92.45 | Oceania |
| Hong Kong | 33.90 | 5 | 90.57 | Asia |
| Greece | 31.58 | 6 | 88.68 | Europe |
| Italy | 31.12 | 7 | 86.79 | Europe |
| France | 29.77 | 8 | 84.91 | Europe |
| Japan | 29.76 | 9 | 83.02 | Asia |
| China | 28.69 | 10 | 81.13 | Asia |
| Czech Republic | 28.12 | 11 | 79.25 | Europe |
| Argentina | 26.19 | 12 | 77.36 | Latin America |
| Sweden | 22.08 | 13 | 75.47 | Europe |
| Belgium | 20.40 | 14 | 73.58 | Europe |
| Malaysia | 17.51 | 15 | 71.70 | Asia |
| Switzerland | 16.29 | 16 | 69.81 | Europe |
| Germany | 15.76 | 17 | 67.92 | Europe |
| Austria | 15.69 | 18 | 66.04 | Europe |
| Mexico | 15.50 | 19 | 64.15 | Latin America |
| Luxembourg | 14.09 | 21 | 60.38 | Europe |
| Brazil | 13.26 | 22 | 58.49 | Latin America |
| USA | 13.17 | 23 | 56.60 | North America |
| Spain | 10.93 | 24 | 54.72 | Europe |
| Israel | 10.02 | 25 | 52.83 | the Middle East |
| Ireland | 9.94 | 26 | 50.94 | Europe |
| Turkey | 9.89 | 27 | 49.06 | the Middle East |
| Canada | 8.56 | 28 | 47.17 | North America |
| Taiwan | 8.28 | 29 | 45.28 | Asia |
| the United Kingdom | 7.90 | 30 | 43.40 | Europe |
| India | 7.48 | 31 | 41.51 | Asia |
| Thailand | 6.39 | 32 | 39.62 | Asia |
| Denmark | 5.84 | 33 | 37.74 | Europe |
| Norway | 5.83 | 34 | 35.85 | Europe |
| Peru | 4.72 | 38 | 28.30 | Latin America |
| Indonesia | 4.52 | 39 | 26.42 | Asia |
| Australia | 3.29 | 41 | 22.64 | Oceania |
| Finland | 3.03 | 42 | 20.75 | Europe |
| Chile | 2.52 | 44 | 16.98 | Latin America |
| Portugal | 2.18 | 45 | 15.09 | Europe |
| Philippines | 1.59 | 47 | 11.32 | Asia |
| Russian Federation | 1.58 | 48 | 9.43 | Europe |
| Hungary | 1.42 | 49 | 7.55 | Europe |
| Poland | 1.16 | 51 | 3.77 | Europe |
| Netherlands | 0.88 | 52 | 1.89 | Europe |
| South Africa | 0.20 | 53 | 0.00 | Africa |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Cash & Short Term Investments (Aircraft Engines and Engine Parts Manufacturing)

| Countries in Asia | Value (\$K/employee) | Rank | Percentile |
|-------------------|----------------------|----------|--------------|
| Singapore | 50.34 | 1 | 96.15 |
| South Korea | 42.63 | 2 | 92.31 |
| Hong Kong | 33.90 | 3 | 88.46 |
| Japan | 29.76 | 4 | 84.62 |
| China | 28.69 | 5 | 80.77 |
| Macau | 25.81 | 6 | 76.92 |
| Malaysia | 17.51 | 7 | 73.08 |
| Brunei | 14.71 | 8 | 69.23 |
| Taiwan | 8.28 | 9 | 65.38 |
| India | 7.48 | 10 | 61.54 |
| Thailand | 6.39 | 11 | 57.69 |
| Mongolia | 5.70 | 12 | 53.85 |
| Cambodia | 5.68 | 13 | 50.00 |
| Laos | 5.47 | 14 | 46.15 |
| Papua New Guinea | 5.01 | 15 | 42.31 |
| Vietnam | 4.97 | 16 | 38.46 |
| North Korea | 4.58 | 17 | 34.62 |
| Indonesia | 4.52 | 18 | 30.77 |
| Bangladesh | 4.26 | 19 | 26.92 |
| Maldives | 4.12 | 20 | 23.08 |
| Bhutan | 4.05 | 21 | 19.23 |
| Nepal | 3.63 | 22 | 15.38 |
| Sri Lanka | 2.63 | 23 | 11.54 |
| Burma | 1.59 | 24 | 7.69 |
| Philippines | 1.59 | 25 | 3.85 |
| Seychelles | 1.48 | 26 | 0.00 |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Receivables (Net)

| Countries | Value (\$K/employee) | Rank | Percentile | Region |
|--------------------|----------------------|-----------|--------------|-----------------|
| Belgium | 178.26 | 1 | 98.11 | Europe |
| South Korea | 111.25 | 2 | 96.23 | Asia |
| Greece | 80.17 | 3 | 94.34 | Europe |
| Czech Republic | 71.37 | 4 | 92.45 | Europe |
| Argentina | 66.48 | 5 | 90.57 | Latin America |
| Chile | 63.88 | 6 | 88.68 | Latin America |
| Spain | 58.05 | 7 | 86.79 | Europe |
| Italy | 57.41 | 8 | 84.91 | Europe |
| Japan | 53.21 | 9 | 83.02 | Asia |
| Israel | 53.21 | 10 | 81.13 | the Middle East |
| Ireland | 52.77 | 11 | 79.25 | Europe |
| France | 52.24 | 12 | 77.36 | Europe |
| Mexico | 51.81 | 13 | 75.47 | Latin America |
| Norway | 48.08 | 15 | 71.70 | Europe |
| Taiwan | 43.98 | 16 | 69.81 | Asia |
| Netherlands | 40.65 | 17 | 67.92 | Europe |
| Germany | 39.19 | 18 | 66.04 | Europe |
| Finland | 38.98 | 19 | 64.15 | Europe |
| Austria | 38.79 | 20 | 62.26 | Europe |
| Sweden | 36.35 | 21 | 60.38 | Europe |
| New Zealand | 34.95 | 22 | 58.49 | Oceania |
| Switzerland | 34.68 | 23 | 56.60 | Europe |
| Hong Kong | 34.24 | 24 | 54.72 | Asia |
| Turkey | 33.79 | 25 | 52.83 | the Middle East |
| Denmark | 33.25 | 26 | 50.94 | Europe |
| Luxembourg | 29.99 | 27 | 49.06 | Europe |
| Malaysia | 29.89 | 28 | 47.17 | Asia |
| USA | 29.74 | 29 | 45.28 | North America |
| Singapore | 27.10 | 30 | 43.40 | Asia |
| Canada | 26.81 | 31 | 41.51 | North America |
| the United Kingdom | 25.06 | 32 | 39.62 | Europe |
| Portugal | 24.33 | 33 | 37.74 | Europe |
| Brazil | 20.18 | 34 | 35.85 | Latin America |
| China | 17.47 | 36 | 32.08 | Asia |
| Australia | 14.77 | 37 | 30.19 | Oceania |
| South Africa | 11.62 | 39 | 26.42 | Africa |
| Philippines | 11.01 | 40 | 24.53 | Asia |
| Indonesia | 10.25 | 41 | 22.64 | Asia |
| India | 9.69 | 42 | 20.75 | Asia |
| Pakistan | 7.80 | 45 | 15.09 | the Middle East |
| Thailand | 5.89 | 46 | 13.21 | Asia |
| Peru | 4.35 | 49 | 7.55 | Latin America |
| Russian Federation | 4.06 | 51 | 3.77 | Europe |
| Hungary | 3.64 | 52 | 1.89 | Europe |
| Poland | 2.98 | 53 | 0.00 | Europe |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Receivables (Net)
(Aircraft Engines and Engine Parts Manufacturing)

| Countries in Asia | Value (\$K/employee) | Rank | Percentile |
|-------------------|----------------------|----------|--------------|
| South Korea | 111.25 | 1 | 96.15 |
| Macau | 65.51 | 2 | 92.31 |
| Japan | 53.21 | 3 | 88.46 |
| Taiwan | 43.98 | 4 | 84.62 |
| Hong Kong | 34.24 | 5 | 80.77 |
| Brunei | 31.32 | 6 | 76.92 |
| Malaysia | 29.89 | 7 | 73.08 |
| Singapore | 27.10 | 8 | 69.23 |
| Sri Lanka | 17.59 | 9 | 65.38 |
| China | 17.47 | 10 | 61.54 |
| Papua New Guinea | 11.11 | 11 | 57.69 |
| Burma | 11.05 | 12 | 53.85 |
| Philippines | 11.01 | 13 | 50.00 |
| Indonesia | 10.25 | 14 | 46.15 |
| India | 9.69 | 15 | 42.31 |
| Maldives | 9.35 | 16 | 38.46 |
| Cambodia | 7.36 | 17 | 34.62 |
| Laos | 7.09 | 18 | 30.77 |
| Vietnam | 6.44 | 19 | 26.92 |
| Thailand | 5.89 | 20 | 23.08 |
| Bangladesh | 5.52 | 21 | 19.23 |
| Mongolia | 5.26 | 22 | 15.38 |
| Bhutan | 5.25 | 23 | 11.54 |
| Nepal | 4.70 | 24 | 7.69 |
| North Korea | 4.22 | 25 | 3.85 |
| Seychelles | 3.79 | 26 | 0.00 |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Total Inventories

| Countries | Value (\$K/employee) | Rank | Percentile | Region |
|--------------------|----------------------|-----------|--------------|-----------------|
| Italy | 75.91 | 1 | 98.11 | Europe |
| Mexico | 61.38 | 2 | 96.23 | Latin America |
| Belgium | 57.09 | 3 | 94.34 | Europe |
| Greece | 50.55 | 5 | 90.57 | Europe |
| France | 49.63 | 6 | 88.68 | Europe |
| Pakistan | 47.48 | 7 | 86.79 | the Middle East |
| Czech Republic | 45.00 | 8 | 84.91 | Europe |
| Denmark | 44.09 | 9 | 83.02 | Europe |
| Germany | 42.03 | 10 | 81.13 | Europe |
| Argentina | 41.92 | 11 | 79.25 | Latin America |
| Portugal | 40.21 | 12 | 77.36 | Europe |
| Austria | 38.76 | 13 | 75.47 | Europe |
| Finland | 38.57 | 14 | 73.58 | Europe |
| Netherlands | 38.31 | 15 | 71.70 | Europe |
| Sweden | 36.03 | 16 | 69.81 | Europe |
| Singapore | 32.65 | 17 | 67.92 | Asia |
| Canada | 29.08 | 18 | 66.04 | North America |
| Chile | 28.87 | 19 | 64.15 | Latin America |
| USA | 28.85 | 20 | 62.26 | North America |
| Japan | 28.25 | 21 | 60.38 | Asia |
| the United Kingdom | 25.39 | 22 | 58.49 | Europe |
| South Korea | 25.20 | 23 | 56.60 | Asia |
| Australia | 24.99 | 24 | 54.72 | Oceana |
| Spain | 23.94 | 25 | 52.83 | Europe |
| Israel | 21.94 | 26 | 50.94 | the Middle East |
| Ireland | 21.76 | 27 | 49.06 | Europe |
| Norway | 20.16 | 28 | 47.17 | Europe |
| China | 18.84 | 29 | 45.28 | Asia |
| Taiwan | 18.13 | 30 | 43.40 | Asia |
| Switzerland | 17.06 | 31 | 41.51 | Europe |
| Brazil | 16.39 | 32 | 39.62 | Latin America |
| South Africa | 15.17 | 33 | 37.74 | Africa |
| Luxembourg | 14.75 | 34 | 35.85 | Europe |
| Malaysia | 14.69 | 35 | 33.96 | Asia |
| Indonesia | 12.34 | 36 | 32.08 | Asia |
| Turkey | 11.48 | 38 | 28.30 | the Middle East |
| New Zealand | 8.62 | 40 | 24.53 | Oceana |
| Hong Kong | 8.45 | 41 | 22.64 | Asia |
| India | 7.17 | 42 | 20.75 | Asia |
| Thailand | 4.60 | 43 | 18.87 | Asia |
| Russian Federation | 4.33 | 45 | 15.09 | Europe |
| Hungary | 3.89 | 46 | 13.21 | Europe |
| Peru | 3.40 | 49 | 7.55 | Latin America |
| Poland | 3.18 | 50 | 5.66 | Europe |
| Philippines | 1.94 | 52 | 1.89 | Asia |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

**Total Inventories
(Aircraft Engines and Engine Parts Manufacturing)**

| Countries in Asia | Value (\$K/employee) | Rank | Percentile |
|-------------------|----------------------|----------|--------------|
| Macau | 41.31 | 1 | 96.15 |
| Singapore | 32.65 | 2 | 92.31 |
| Japan | 28.25 | 3 | 88.46 |
| South Korea | 25.20 | 4 | 84.62 |
| China | 18.84 | 5 | 80.77 |
| Taiwan | 18.13 | 6 | 76.92 |
| Brunei | 15.41 | 7 | 73.08 |
| Malaysia | 14.69 | 8 | 69.23 |
| Indonesia | 12.34 | 9 | 65.38 |
| Maldives | 11.25 | 10 | 61.54 |
| Papua New Guinea | 9.01 | 11 | 57.69 |
| Hong Kong | 8.45 | 12 | 53.85 |
| India | 7.17 | 13 | 50.00 |
| Cambodia | 5.44 | 14 | 46.15 |
| Laos | 5.25 | 15 | 42.31 |
| Vietnam | 4.76 | 16 | 38.46 |
| Thailand | 4.60 | 17 | 34.62 |
| Mongolia | 4.10 | 18 | 30.77 |
| Bangladesh | 4.08 | 19 | 26.92 |
| Seychelles | 4.04 | 20 | 23.08 |
| Bhutan | 3.89 | 21 | 19.23 |
| Nepal | 3.48 | 22 | 15.38 |
| North Korea | 3.30 | 23 | 11.54 |
| Sri Lanka | 2.05 | 24 | 7.69 |
| Burma | 1.95 | 25 | 3.85 |
| Philippines | 1.94 | 26 | 0.00 |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Current Assets - Total

| Countries | Value (\$K/employee) | Rank | Percentile | Region |
|--------------------|----------------------|-----------|--------------|-----------------|
| Belgium | 255.76 | 1 | 98.11 | Europe |
| South Korea | 192.40 | 2 | 96.23 | Asia |
| Italy | 174.01 | 3 | 94.34 | Europe |
| Pakistan | 169.97 | 4 | 92.45 | the Middle East |
| Greece | 162.65 | 5 | 90.57 | Europe |
| Czech Republic | 144.80 | 6 | 88.68 | Europe |
| Argentina | 134.88 | 7 | 86.79 | Latin America |
| France | 132.57 | 8 | 84.91 | Europe |
| Mexico | 128.79 | 9 | 83.02 | Latin America |
| Japan | 120.26 | 10 | 81.13 | Asia |
| Singapore | 111.31 | 12 | 77.36 | Asia |
| Germany | 105.48 | 13 | 75.47 | Europe |
| Sweden | 97.53 | 14 | 73.58 | Europe |
| Chile | 96.56 | 15 | 71.70 | Latin America |
| Austria | 94.67 | 16 | 69.81 | Europe |
| Spain | 93.24 | 17 | 67.92 | Europe |
| Finland | 87.37 | 18 | 66.04 | Europe |
| Israel | 85.47 | 19 | 64.15 | the Middle East |
| Ireland | 84.77 | 20 | 62.26 | Europe |
| New Zealand | 83.94 | 21 | 60.38 | Oceania |
| Denmark | 83.40 | 22 | 58.49 | Europe |
| Hong Kong | 82.25 | 23 | 56.60 | Asia |
| Netherlands | 81.41 | 24 | 54.72 | Europe |
| USA | 78.53 | 25 | 52.83 | North America |
| Norway | 74.06 | 26 | 50.94 | Europe |
| Taiwan | 70.64 | 27 | 49.06 | Asia |
| Switzerland | 68.03 | 28 | 47.17 | Europe |
| Portugal | 67.41 | 29 | 45.28 | Europe |
| China | 66.38 | 30 | 43.40 | Asia |
| Canada | 66.26 | 31 | 41.51 | North America |
| Malaysia | 62.61 | 32 | 39.62 | Asia |
| the United Kingdom | 60.52 | 33 | 37.74 | Europe |
| Luxembourg | 58.84 | 34 | 35.85 | Europe |
| Turkey | 57.04 | 35 | 33.96 | the Middle East |
| Brazil | 51.74 | 36 | 32.08 | Latin America |
| Australia | 44.23 | 37 | 30.19 | Oceania |
| India | 28.96 | 38 | 28.30 | Asia |
| Indonesia | 28.94 | 39 | 26.42 | Asia |
| South Africa | 27.09 | 42 | 20.75 | Africa |
| Thailand | 17.07 | 44 | 16.98 | Asia |
| Philippines | 15.98 | 45 | 15.09 | Asia |
| Peru | 12.61 | 49 | 7.55 | Latin America |
| Russian Federation | 11.86 | 51 | 3.77 | Europe |
| Hungary | 10.66 | 52 | 1.89 | Europe |
| Poland | 8.72 | 53 | 0.00 | Europe |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Current Assets - Total
(Aircraft Engines and Engine Parts Manufacturing)

| Countries in Asia | Value (\$K/employee) | Rank | Percentile |
|-------------------|----------------------|----------|--------------|
| South Korea | 192.40 | 1 | 96.15 |
| Macau | 132.90 | 2 | 92.31 |
| Japan | 120.26 | 3 | 88.46 |
| Singapore | 111.31 | 4 | 84.62 |
| Hong Kong | 82.25 | 5 | 80.77 |
| Taiwan | 70.64 | 6 | 76.92 |
| China | 66.38 | 7 | 73.08 |
| Malaysia | 62.61 | 8 | 69.23 |
| Brunei | 61.44 | 9 | 65.38 |
| India | 28.96 | 10 | 61.54 |
| Indonesia | 28.94 | 11 | 57.69 |
| Maldives | 26.39 | 12 | 53.85 |
| Papua New Guinea | 25.13 | 13 | 50.00 |
| Sri Lanka | 22.65 | 14 | 46.15 |
| Cambodia | 21.98 | 15 | 42.31 |
| Laos | 21.19 | 16 | 38.46 |
| Vietnam | 19.23 | 17 | 34.62 |
| Thailand | 17.07 | 18 | 30.77 |
| Bangladesh | 16.48 | 19 | 26.92 |
| Burma | 16.03 | 20 | 23.08 |
| Philippines | 15.98 | 21 | 19.23 |
| Bhutan | 15.70 | 22 | 15.38 |
| Mongolia | 15.23 | 23 | 11.54 |
| Nepal | 14.05 | 24 | 7.69 |
| North Korea | 12.24 | 25 | 3.85 |
| Seychelles | 11.07 | 26 | 0.00 |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Property Plant and Equipment - Net

| Countries | Value (\$K/employee) | Rank | Percentile | Region |
|--------------------|----------------------|-----------|--------------|-----------------|
| South Korea | 203.39 | 1 | 98.11 | Asia |
| Japan | 96.95 | 2 | 96.23 | Asia |
| Mexico | 96.01 | 3 | 94.34 | Latin America |
| Belgium | 79.46 | 5 | 90.57 | Europe |
| Germany | 54.08 | 6 | 88.68 | Europe |
| Sweden | 52.87 | 7 | 86.79 | Europe |
| Italy | 51.87 | 8 | 84.91 | Europe |
| Greece | 51.31 | 9 | 83.02 | Europe |
| Netherlands | 50.12 | 10 | 81.13 | Europe |
| Portugal | 46.49 | 11 | 79.25 | Europe |
| USA | 45.85 | 12 | 77.36 | North America |
| Czech Republic | 45.68 | 13 | 75.47 | Europe |
| Canada | 43.87 | 14 | 73.58 | North America |
| Argentina | 42.55 | 15 | 71.70 | Latin America |
| Spain | 41.35 | 16 | 69.81 | Europe |
| Chile | 39.97 | 17 | 67.92 | Latin America |
| Israel | 37.91 | 18 | 66.04 | the Middle East |
| Ireland | 37.59 | 19 | 64.15 | Europe |
| Turkey | 37.06 | 20 | 62.26 | the Middle East |
| Singapore | 36.02 | 21 | 60.38 | Asia |
| Switzerland | 35.29 | 22 | 58.49 | Europe |
| Philippines | 34.72 | 23 | 56.60 | Asia |
| France | 34.22 | 24 | 54.72 | Europe |
| the United Kingdom | 33.38 | 25 | 52.83 | Europe |
| Malaysia | 32.77 | 26 | 50.94 | Asia |
| Austria | 31.69 | 27 | 49.06 | Europe |
| China | 31.64 | 28 | 47.17 | Asia |
| Taiwan | 31.33 | 29 | 45.28 | Asia |
| Luxembourg | 30.52 | 30 | 43.40 | Europe |
| India | 29.79 | 32 | 39.62 | Asia |
| Norway | 29.49 | 33 | 37.74 | Europe |
| Australia | 28.06 | 35 | 33.96 | Oceana |
| Denmark | 27.79 | 36 | 32.08 | Europe |
| Pakistan | 26.03 | 37 | 30.19 | the Middle East |
| New Zealand | 22.11 | 38 | 28.30 | Oceana |
| Brazil | 21.75 | 39 | 26.42 | Latin America |
| Hong Kong | 21.67 | 40 | 24.53 | Asia |
| Indonesia | 18.08 | 41 | 22.64 | Asia |
| Thailand | 15.74 | 43 | 18.87 | Asia |
| South Africa | 13.53 | 44 | 16.98 | Africa |
| Peru | 11.63 | 47 | 11.32 | Latin America |
| Finland | 8.79 | 48 | 9.43 | Europe |
| Russian Federation | 8.03 | 50 | 5.66 | Europe |
| Hungary | 7.22 | 52 | 1.89 | Europe |
| Poland | 5.90 | 53 | 0.00 | Europe |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

**Property Plant and Equipment - Net
(Aircraft Engines and Engine Parts Manufacturing)**

| Countries in Asia | Value (\$K/employee) | Rank | Percentile |
|-------------------|----------------------|-----------|--------------|
| South Korea | 203.39 | 1 | 96.15 |
| Japan | 96.95 | 2 | 92.31 |
| Macau | 41.93 | 3 | 88.46 |
| Singapore | 36.02 | 4 | 84.62 |
| Burma | 34.84 | 5 | 80.77 |
| Philippines | 34.72 | 6 | 76.92 |
| Malaysia | 32.77 | 7 | 73.08 |
| Brunei | 31.87 | 8 | 69.23 |
| China | 31.64 | 9 | 65.38 |
| Taiwan | 31.33 | 10 | 61.54 |
| India | 29.79 | 11 | 57.69 |
| Papua New Guinea | 27.74 | 12 | 53.85 |
| Cambodia | 22.61 | 13 | 50.00 |
| Laos | 21.80 | 14 | 46.15 |
| Hong Kong | 21.67 | 15 | 42.31 |
| Vietnam | 19.78 | 16 | 38.46 |
| Indonesia | 18.08 | 17 | 34.62 |
| Bangladesh | 16.96 | 18 | 30.77 |
| Maldives | 16.49 | 19 | 26.92 |
| Bhutan | 16.15 | 20 | 23.08 |
| Thailand | 15.74 | 21 | 19.23 |
| Nepal | 14.45 | 22 | 15.38 |
| Mongolia | 14.04 | 23 | 11.54 |
| North Korea | 11.29 | 24 | 7.69 |
| Sri Lanka | 7.69 | 25 | 3.85 |
| Seychelles | 7.49 | 26 | 0.00 |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Accumulated Depreciation - Total

| Countries | Value (\$K/employee) | Rank | Percentile | Region |
|--------------------|----------------------|-----------|--------------|-----------------|
| Japan | 152.94 | 1 | 98.11 | Asia |
| Belgium | 84.83 | 2 | 96.23 | Europe |
| South Korea | 82.20 | 3 | 94.34 | Asia |
| Germany | 81.03 | 4 | 92.45 | Europe |
| Spain | 73.35 | 5 | 90.57 | Europe |
| Israel | 67.24 | 6 | 88.68 | the Middle East |
| Ireland | 66.68 | 7 | 86.79 | Europe |
| Switzerland | 66.57 | 8 | 84.91 | Europe |
| Italy | 62.71 | 9 | 83.02 | Europe |
| Luxembourg | 57.57 | 10 | 81.13 | Europe |
| Taiwan | 55.57 | 11 | 79.25 | Asia |
| Netherlands | 54.70 | 12 | 77.36 | Europe |
| Sweden | 47.82 | 13 | 75.47 | Europe |
| Pakistan | 47.76 | 14 | 73.58 | the Middle East |
| France | 44.66 | 15 | 71.70 | Europe |
| Denmark | 39.73 | 16 | 69.81 | Europe |
| Turkey | 39.73 | 17 | 67.92 | the Middle East |
| Mexico | 39.68 | 18 | 66.04 | Latin America |
| Portugal | 37.77 | 20 | 62.26 | Europe |
| Austria | 37.28 | 21 | 60.38 | Europe |
| USA | 35.34 | 23 | 56.60 | North America |
| Canada | 32.10 | 24 | 54.72 | North America |
| Brazil | 26.78 | 25 | 52.83 | Latin America |
| the United Kingdom | 26.32 | 26 | 50.94 | Europe |
| Singapore | 24.96 | 27 | 49.06 | Asia |
| Norway | 24.71 | 28 | 47.17 | Europe |
| Finland | 23.65 | 29 | 45.28 | Europe |
| China | 20.56 | 30 | 43.40 | Asia |
| Greece | 20.51 | 31 | 41.51 | Europe |
| Malaysia | 19.09 | 32 | 39.62 | Asia |
| India | 18.99 | 33 | 37.74 | Asia |
| Philippines | 18.28 | 34 | 35.85 | Asia |
| Czech Republic | 18.25 | 35 | 33.96 | Europe |
| Argentina | 17.00 | 36 | 32.08 | Latin America |
| Thailand | 15.83 | 37 | 30.19 | Asia |
| Australia | 14.02 | 39 | 26.42 | Oceania |
| Chile | 13.96 | 40 | 24.53 | Latin America |
| South Africa | 13.23 | 42 | 20.75 | Africa |
| Peru | 11.70 | 44 | 16.98 | Latin America |
| Russian Federation | 7.84 | 47 | 11.32 | Europe |
| New Zealand | 7.74 | 48 | 9.43 | Oceania |
| Hong Kong | 7.58 | 49 | 7.55 | Asia |
| Hungary | 7.04 | 50 | 5.66 | Europe |
| Poland | 5.76 | 51 | 3.77 | Europe |
| Indonesia | 3.15 | 52 | 1.89 | Asia |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

**Accumulated Depreciation - Total
(Aircraft Engines and Engine Parts Manufacturing)**

| Countries in Asia | Value (\$K/employee) | Rank | Percentile |
|-------------------|----------------------|----------|--------------|
| Japan | 152.94 | 1 | 96.15 |
| South Korea | 82.20 | 2 | 92.31 |
| Brunei | 60.11 | 3 | 88.46 |
| Taiwan | 55.57 | 4 | 84.62 |
| Papua New Guinea | 35.43 | 5 | 80.77 |
| Singapore | 24.96 | 6 | 76.92 |
| China | 20.56 | 7 | 73.08 |
| Malaysia | 19.09 | 8 | 69.23 |
| India | 18.99 | 9 | 65.38 |
| Burma | 18.34 | 10 | 61.54 |
| Philippines | 18.28 | 11 | 57.69 |
| Macau | 16.75 | 12 | 53.85 |
| Thailand | 15.83 | 13 | 50.00 |
| Cambodia | 14.41 | 14 | 46.15 |
| Mongolia | 14.12 | 15 | 42.31 |
| Laos | 13.90 | 16 | 38.46 |
| Vietnam | 12.61 | 17 | 34.62 |
| North Korea | 11.36 | 18 | 30.77 |
| Bangladesh | 10.81 | 19 | 26.92 |
| Bhutan | 10.29 | 20 | 23.08 |
| Sri Lanka | 9.97 | 21 | 19.23 |
| Nepal | 9.21 | 22 | 15.38 |
| Hong Kong | 7.58 | 23 | 11.54 |
| Seychelles | 7.31 | 24 | 7.69 |
| Indonesia | 3.15 | 25 | 3.85 |
| Maldives | 2.87 | 26 | 0.00 |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Intangible Other Assets

| Countries | Value (\$K/employee) | Rank | Percentile | Region |
|--------------------|----------------------|-----------|--------------|-----------------|
| the United Kingdom | 30.64 | 1 | 97.92 | Europe |
| Belgium | 26.81 | 2 | 95.83 | Europe |
| USA | 26.25 | 3 | 93.75 | North America |
| Italy | 24.15 | 4 | 91.67 | Europe |
| Norway | 22.34 | 5 | 89.58 | Europe |
| Mexico | 21.11 | 6 | 87.50 | Latin America |
| Denmark | 10.02 | 8 | 83.33 | Europe |
| Sweden | 9.76 | 9 | 81.25 | Europe |
| Germany | 9.40 | 10 | 79.17 | Europe |
| Switzerland | 8.80 | 11 | 77.08 | Europe |
| Luxembourg | 7.61 | 12 | 75.00 | Europe |
| Canada | 7.09 | 13 | 72.92 | North America |
| France | 6.83 | 14 | 70.83 | Europe |
| South Korea | 6.36 | 15 | 68.75 | Asia |
| Austria | 5.37 | 16 | 66.67 | Europe |
| Finland | 4.26 | 18 | 62.50 | Europe |
| New Zealand | 3.57 | 19 | 60.42 | Oceania |
| Hong Kong | 3.50 | 20 | 58.33 | Asia |
| Australia | 2.81 | 21 | 56.25 | Oceania |
| China | 2.07 | 22 | 54.17 | Asia |
| Japan | 1.98 | 23 | 52.08 | Asia |
| Spain | 1.69 | 24 | 50.00 | Europe |
| Israel | 1.55 | 25 | 47.92 | the Middle East |
| Ireland | 1.54 | 26 | 45.83 | Europe |
| Taiwan | 1.28 | 27 | 43.75 | Asia |
| Turkey | 1.24 | 28 | 41.67 | the Middle East |
| Philippines | 0.80 | 29 | 39.58 | Asia |
| Malaysia | 0.75 | 30 | 37.50 | Asia |
| Greece | 0.54 | 32 | 33.33 | Europe |
| Singapore | 0.52 | 34 | 29.17 | Asia |
| Russian Federation | 0.51 | 35 | 27.08 | Europe |
| Czech Republic | 0.48 | 36 | 25.00 | Europe |
| Hungary | 0.46 | 37 | 22.92 | Europe |
| Argentina | 0.45 | 38 | 20.83 | Latin America |
| Netherlands | 0.40 | 39 | 18.75 | Europe |
| Poland | 0.38 | 40 | 16.67 | Europe |
| Chile | 0.37 | 41 | 14.58 | Latin America |
| Portugal | 0.33 | 42 | 12.50 | Europe |
| Thailand | 0.17 | 43 | 10.42 | Asia |
| Peru | 0.13 | 46 | 4.17 | Latin America |
| India | 0.13 | 47 | 2.08 | Asia |
| South Africa | 0.03 | 48 | 0.00 | Africa |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

**Intangible Other Assets
(Aircraft Engines and Engine Parts Manufacturing)**

| Countries in Asia | Value (\$K/employee) | Rank | Percentile |
|-------------------|----------------------|----------|--------------|
| Brunei | 7.94 | 1 | 95.65 |
| South Korea | 6.36 | 2 | 91.30 |
| Papua New Guinea | 4.61 | 3 | 86.96 |
| Hong Kong | 3.50 | 4 | 82.61 |
| China | 2.07 | 5 | 78.26 |
| Japan | 1.98 | 6 | 73.91 |
| Taiwan | 1.28 | 7 | 69.57 |
| Burma | 0.80 | 8 | 65.22 |
| Philippines | 0.80 | 9 | 60.87 |
| Malaysia | 0.75 | 10 | 56.52 |
| Singapore | 0.52 | 11 | 52.17 |
| Seychelles | 0.48 | 12 | 47.83 |
| Macau | 0.44 | 13 | 43.48 |
| Thailand | 0.17 | 14 | 39.13 |
| Mongolia | 0.15 | 15 | 34.78 |
| India | 0.13 | 16 | 30.43 |
| North Korea | 0.12 | 17 | 26.09 |
| Cambodia | 0.10 | 18 | 21.74 |
| Laos | 0.09 | 19 | 17.39 |
| Vietnam | 0.08 | 20 | 13.04 |
| Bangladesh | 0.07 | 21 | 8.70 |
| Bhutan | 0.07 | 22 | 4.35 |
| Nepal | 0.06 | 23 | 0.00 |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

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 aircraft engines and engine parts manufacturing. 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 aircraft engines and engine parts manufacturing 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 aircraft engines and engine parts manufacturing 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 aircraft engines and engine parts manufacturing in Taiwan based on latest financial results available.

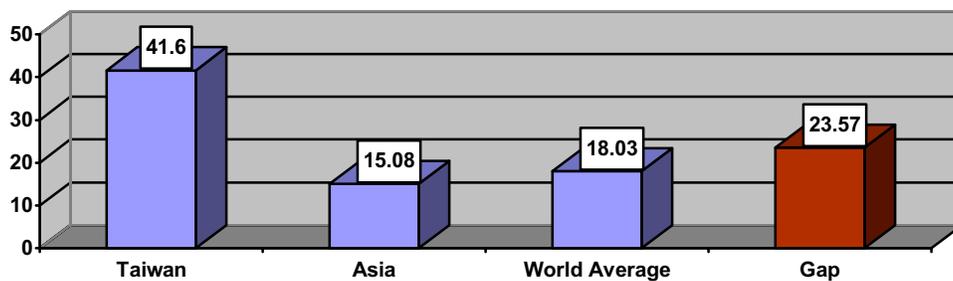
| Labor-liability Ratios (\$k/employee) | Taiwan | Asia | World Avg. |
|---|---------------|--------------|-------------------|
| Accounts Payable | 41.60 | 15.08 | 18.03 |
| Short Term Debt & Current Portion of Long Term Debt | 2.00 | 11.30 | 13.42 |
| Accrued Payroll | 1.65 | 1.39 | 0.78 |
| Income Taxes Payable | 1.37 | 2.66 | 2.76 |
| Other Current Liabilities | 13.01 | 10.84 | 13.67 |
| Current Liabilities - Total | 57.62 | 37.62 | 45.35 |
| Long Term Debt | 0.93 | 8.68 | 11.96 |
| Long Term Debt Excluding Capitalized Leases | 0.93 | 7.93 | 10.87 |
| Provision For Risks and Charges | 0.92 | 4.19 | 3.33 |
| Deferred Income | 0.08 | 3.08 | 1.03 |
| Deferred Taxes | 0.15 | 0.51 | 0.40 |
| Other Liabilities | 3.41 | 3.21 | 2.39 |
| Total Liabilities | 62.78 | 52.28 | 62.67 |
| Non-Equity Reserves | 1.64 | 0.12 | 0.08 |
| Minority Interest | 0.23 | 2.34 | 2.19 |
| Common Equity | 42.63 | 38.95 | 41.25 |
| Common Stock | 5.04 | 13.97 | 12.21 |
| Revaluation Reserves | 2.85 | 1.02 | 1.25 |
| Other Appropriated Reserves | 0.85 | 4.21 | 3.05 |
| Unappropriated Reserves | 28.97 | 10.09 | 9.58 |
| Retained Earnings | 3.66 | 10.17 | 8.57 |
| Unrealized Foreign Exchange Gain/Loss | 0.22 | -0.10 | -0.07 |
| Total Liabilities & Shareholders Equity | 107.29 | 93.70 | 106.29 |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

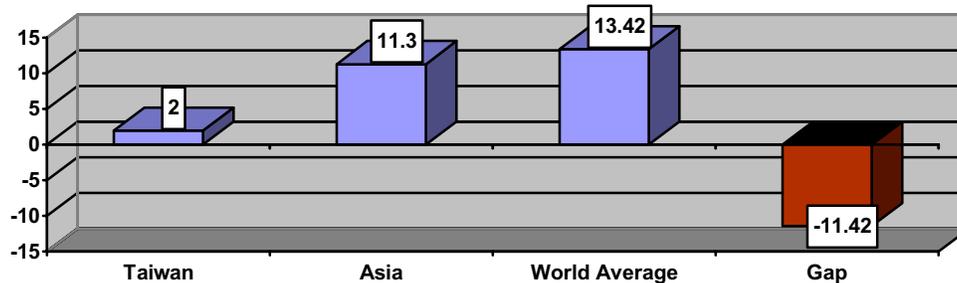
3.7.3 Liability and Equity to Labor: International Gaps

The following graphics summarize for aircraft engines and engine parts manufacturing 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.

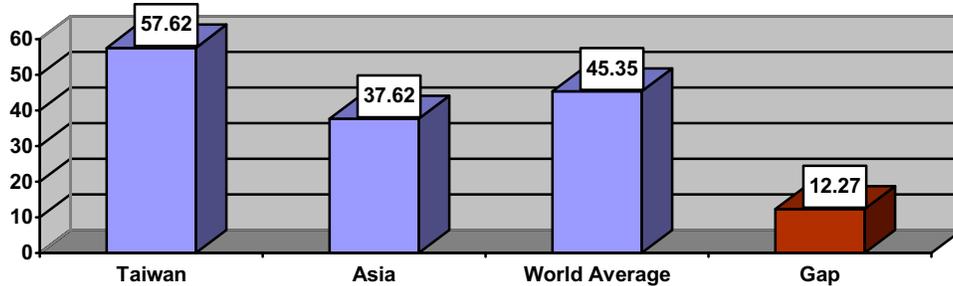
Gap: Accounts Payable (\$k/employee)



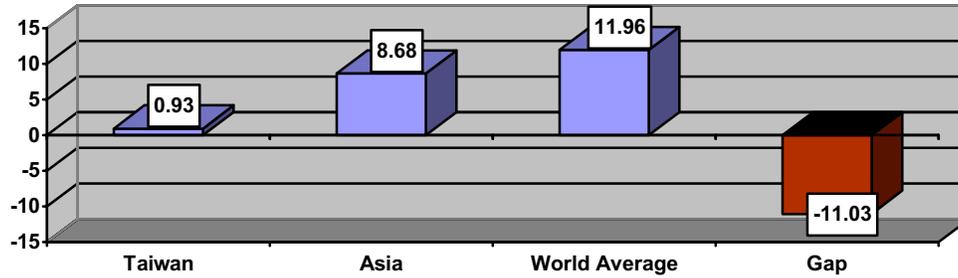
Gap: Short Term Debt & Current Portion of Long Term Debt (\$k/employee)



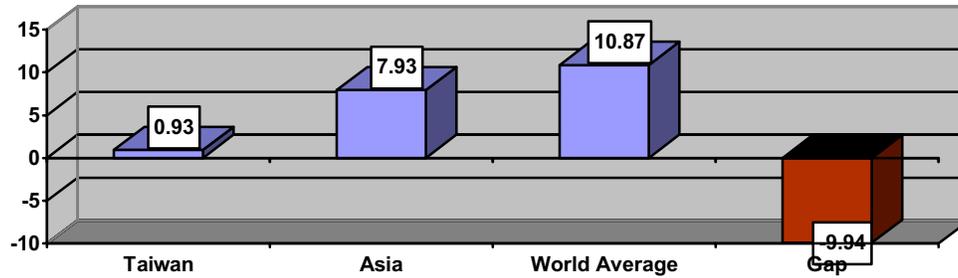
Gap: Current Liabilities - Total (\$k/employee)



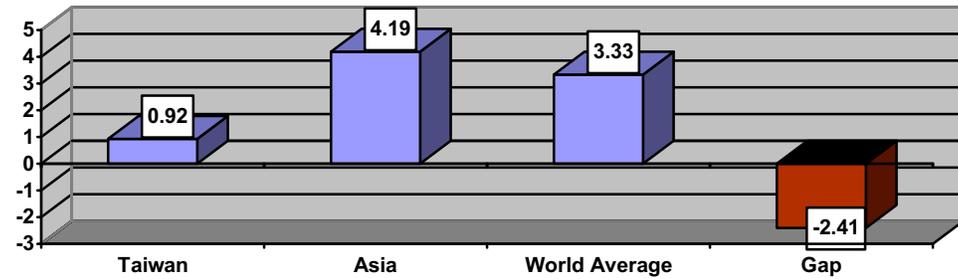
Gap: Long Term Debt (\$k/employee)



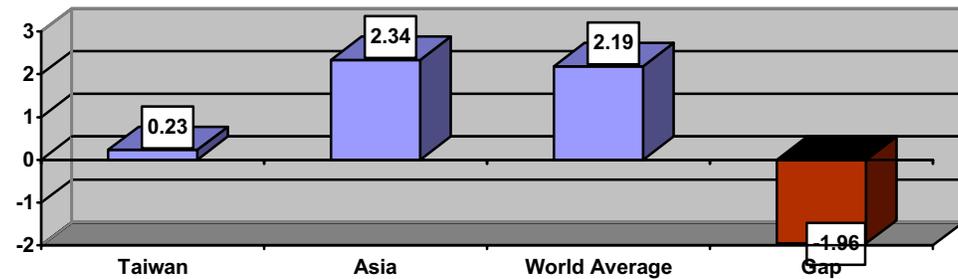
Gap: Long Term Debt Excluding Capitalized Leases (\$k/employee)

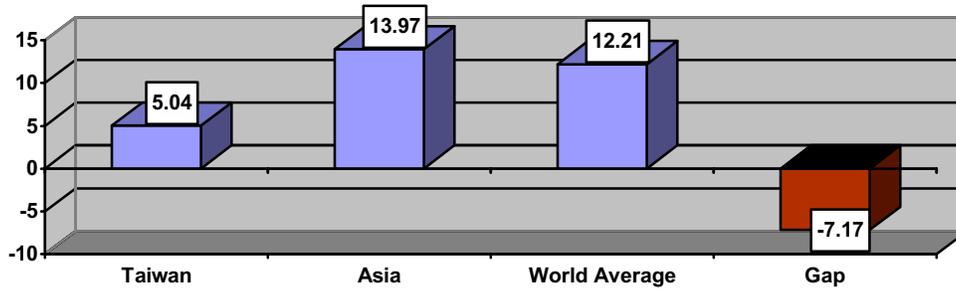
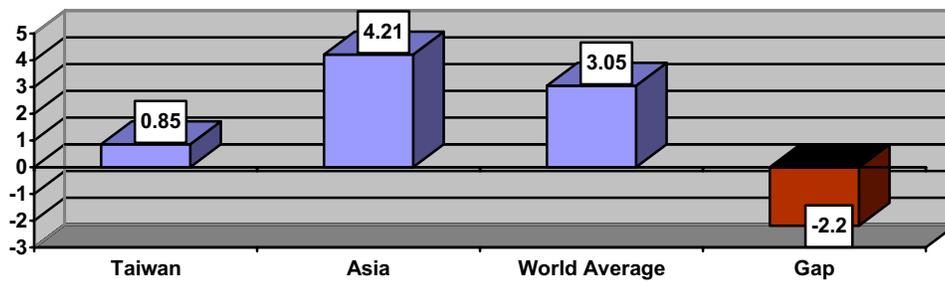
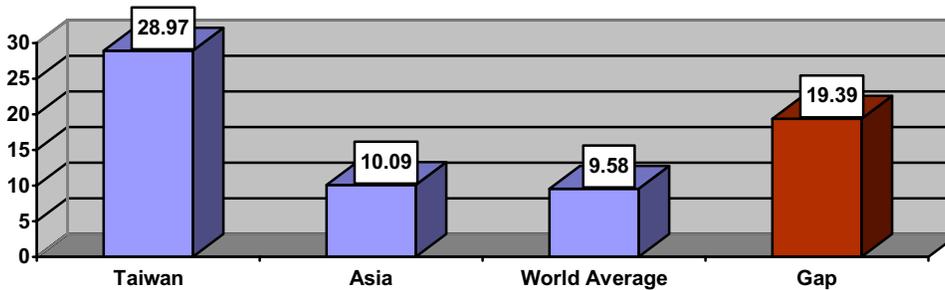
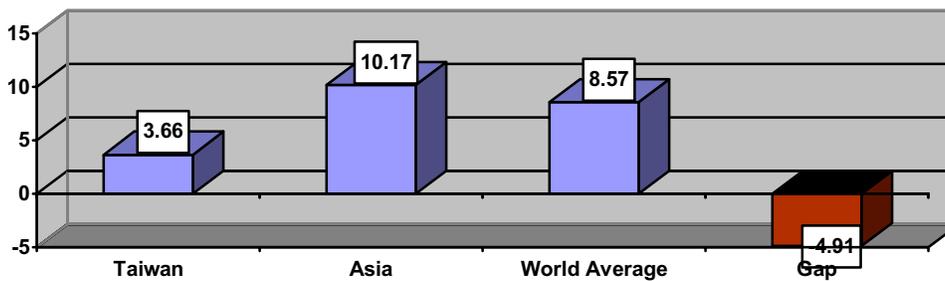


Gap: Provision For Risks and Charges (\$k/employee)



Gap: Minority Interest (\$k/employee)



Gap: Common Stock (\$k/employee)**Gap: Other Appropriated Reserves (\$k/employee)****Gap: Unappropriated Reserves (\$k/employee)****Gap: Retained Earnings (\$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 | 41.60 | 8 of 53 | 84.91 |
| Short Term Debt & Current Portion of Long Term Debt | 2.00 | 51 of 53 | 3.77 |
| Accrued Payroll | 1.65 | 15 of 21 | 28.57 |
| Income Taxes Payable | 1.37 | 25 of 46 | 45.65 |
| Other Current Liabilities | 13.01 | 25 of 53 | 52.83 |
| Current Liabilities - Total | 57.62 | 21 of 53 | 60.38 |
| Long Term Debt | 0.93 | 44 of 52 | 15.38 |
| Long Term Debt Excluding Capitalized Leases | 0.93 | 44 of 46 | 4.35 |
| Provision For Risks and Charges | 0.92 | 27 of 36 | 25.00 |
| Deferred Income | 0.08 | 13 of 17 | 23.53 |
| Deferred Taxes | 0.15 | 26 of 41 | 36.59 |
| Other Liabilities | 3.41 | 18 of 42 | 57.14 |
| Total Liabilities | 62.78 | 29 of 53 | 45.28 |
| Non-Equity Reserves | 1.64 | 6 of 20 | 70.00 |
| Minority Interest | 0.23 | 41 of 43 | 4.65 |
| Common Equity | 42.63 | 32 of 53 | 39.62 |
| Common Stock | 5.04 | 43 of 52 | 17.31 |
| Revaluation Reserves | 2.85 | 12 of 27 | 55.56 |
| Other Appropriated Reserves | 0.85 | 32 of 45 | 28.89 |
| Unappropriated Reserves | 28.97 | 6 of 31 | 80.65 |
| Retained Earnings | 3.66 | 31 of 47 | 34.04 |
| Unrealized Foreign Exchange Gain/Loss | 0.22 | 10 of 24 | 58.33 |
| Total Liabilities & Shareholders Equity | 107.29 | 30 of 53 | 43.40 |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Accounts Payable

| Countries | Value (\$K/employee) | Rank | Percentile | Region |
|--------------------|----------------------|----------|--------------|-----------------|
| Belgium | 97.10 | 1 | 98.11 | Europe |
| Spain | 54.92 | 2 | 96.23 | Europe |
| South Korea | 54.11 | 3 | 94.34 | Asia |
| Italy | 50.39 | 4 | 92.45 | Europe |
| Israel | 50.34 | 5 | 90.57 | the Middle East |
| Ireland | 49.92 | 6 | 88.68 | Europe |
| Japan | 42.90 | 7 | 86.79 | Asia |
| Taiwan | 41.60 | 8 | 84.91 | Asia |
| France | 37.93 | 9 | 83.02 | Europe |
| Canada | 36.42 | 10 | 81.13 | North America |
| Greece | 33.50 | 11 | 79.25 | Europe |
| Czech Republic | 29.82 | 12 | 77.36 | Europe |
| Pakistan | 29.27 | 13 | 75.47 | the Middle East |
| China | 28.25 | 14 | 73.58 | Asia |
| Argentina | 27.78 | 15 | 71.70 | Latin America |
| Turkey | 22.72 | 16 | 69.81 | the Middle East |
| New Zealand | 21.84 | 17 | 67.92 | Oceania |
| Hong Kong | 21.40 | 18 | 66.04 | Asia |
| Singapore | 19.89 | 19 | 64.15 | Asia |
| Switzerland | 18.77 | 20 | 62.26 | Europe |
| Indonesia | 18.60 | 21 | 60.38 | Asia |
| the United Kingdom | 18.20 | 22 | 58.49 | Europe |
| Luxembourg | 16.24 | 24 | 54.72 | Europe |
| Sweden | 15.98 | 25 | 52.83 | Europe |
| Denmark | 15.90 | 26 | 50.94 | Europe |
| USA | 15.76 | 27 | 49.06 | North America |
| Norway | 15.69 | 28 | 47.17 | Europe |
| Germany | 15.58 | 29 | 45.28 | Europe |
| Netherlands | 14.76 | 30 | 43.40 | Europe |
| Austria | 14.33 | 31 | 41.51 | Europe |
| India | 14.08 | 32 | 39.62 | Asia |
| Finland | 13.25 | 33 | 37.74 | Europe |
| Portugal | 11.63 | 34 | 35.85 | Europe |
| Chile | 10.77 | 35 | 33.96 | Latin America |
| Australia | 10.01 | 36 | 32.08 | Oceania |
| South Africa | 9.39 | 37 | 30.19 | Africa |
| Russian Federation | 8.93 | 39 | 26.42 | Europe |
| Hungary | 8.03 | 40 | 24.53 | Europe |
| Brazil | 7.98 | 41 | 22.64 | Latin America |
| Malaysia | 7.89 | 42 | 20.75 | Asia |
| Poland | 6.57 | 43 | 18.87 | Europe |
| Mexico | 5.61 | 45 | 15.09 | Latin America |
| Thailand | 3.15 | 48 | 9.43 | Asia |
| Peru | 2.33 | 51 | 3.77 | Latin America |
| Philippines | 1.56 | 52 | 1.89 | Asia |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Accounts Payable (Aircraft Engines and Engine Parts Manufacturing)

| Countries in Asia | Value (\$K/employee) | Rank | Percentile |
|-------------------|----------------------|----------|--------------|
| South Korea | 54.11 | 1 | 96.15 |
| Japan | 42.90 | 2 | 92.31 |
| Taiwan | 41.60 | 3 | 88.46 |
| China | 28.25 | 4 | 84.62 |
| Macau | 27.37 | 5 | 80.77 |
| Hong Kong | 21.40 | 6 | 76.92 |
| Singapore | 19.89 | 7 | 73.08 |
| Indonesia | 18.60 | 8 | 69.23 |
| Maldives | 16.96 | 9 | 65.38 |
| Brunei | 16.95 | 10 | 61.54 |
| India | 14.08 | 11 | 57.69 |
| Cambodia | 10.69 | 12 | 53.85 |
| Laos | 10.31 | 13 | 50.00 |
| Vietnam | 9.35 | 14 | 46.15 |
| Seychelles | 8.34 | 15 | 42.31 |
| Bangladesh | 8.02 | 16 | 38.46 |
| Malaysia | 7.89 | 17 | 34.62 |
| Bhutan | 7.63 | 18 | 30.77 |
| Nepal | 6.83 | 19 | 26.92 |
| Papua New Guinea | 5.25 | 20 | 23.08 |
| Sri Lanka | 4.39 | 21 | 19.23 |
| Thailand | 3.15 | 22 | 15.38 |
| Mongolia | 2.81 | 23 | 11.54 |
| North Korea | 2.26 | 24 | 7.69 |
| Burma | 1.57 | 25 | 3.85 |
| Philippines | 1.56 | 26 | 0.00 |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Current Liabilities - Total

| Countries | Value (\$K/employee) | Rank | Percentile | Region |
|--------------------|----------------------|-----------|--------------|-----------------|
| Belgium | 210.67 | 1 | 98.11 | Europe |
| South Korea | 187.95 | 2 | 96.23 | Asia |
| Pakistan | 134.84 | 3 | 94.34 | the Middle East |
| Italy | 133.35 | 4 | 92.45 | Europe |
| Mexico | 124.62 | 5 | 90.57 | Latin America |
| Greece | 122.37 | 6 | 88.68 | Europe |
| Czech Republic | 108.94 | 8 | 84.91 | Europe |
| Japan | 101.59 | 9 | 83.02 | Asia |
| Argentina | 101.48 | 10 | 81.13 | Latin America |
| France | 98.62 | 11 | 79.25 | Europe |
| Singapore | 84.44 | 12 | 77.36 | Asia |
| Spain | 76.05 | 13 | 75.47 | Europe |
| Germany | 73.52 | 14 | 73.58 | Europe |
| Israel | 69.72 | 15 | 71.70 | the Middle East |
| Ireland | 69.14 | 16 | 69.81 | Europe |
| Netherlands | 68.84 | 17 | 67.92 | Europe |
| Austria | 63.09 | 18 | 66.04 | Europe |
| Sweden | 59.93 | 19 | 64.15 | Europe |
| Portugal | 57.76 | 20 | 62.26 | Europe |
| Taiwan | 57.62 | 21 | 60.38 | Asia |
| New Zealand | 56.84 | 22 | 58.49 | Oceana |
| Hong Kong | 55.69 | 23 | 56.60 | Asia |
| Norway | 55.24 | 24 | 54.72 | Europe |
| China | 52.36 | 25 | 52.83 | Asia |
| the United Kingdom | 52.33 | 26 | 50.94 | Europe |
| USA | 47.99 | 27 | 49.06 | North America |
| Denmark | 47.48 | 28 | 47.17 | Europe |
| Turkey | 45.50 | 29 | 45.28 | the Middle East |
| Canada | 44.54 | 30 | 43.40 | North America |
| Switzerland | 43.52 | 31 | 41.51 | Europe |
| Finland | 42.92 | 32 | 39.62 | Europe |
| Chile | 42.08 | 33 | 37.74 | Latin America |
| Luxembourg | 37.63 | 34 | 35.85 | Europe |
| Brazil | 33.79 | 35 | 33.96 | Latin America |
| Malaysia | 29.99 | 36 | 32.08 | Asia |
| India | 26.39 | 37 | 30.19 | Asia |
| Australia | 22.87 | 38 | 28.30 | Oceana |
| Indonesia | 21.54 | 39 | 26.42 | Asia |
| Russian Federation | 16.78 | 44 | 16.98 | Europe |
| Hungary | 15.08 | 45 | 15.09 | Europe |
| South Africa | 13.83 | 46 | 13.21 | Africa |
| Poland | 12.33 | 47 | 11.32 | Europe |
| Thailand | 11.83 | 48 | 9.43 | Asia |
| Philippines | 11.42 | 49 | 7.55 | Asia |
| Peru | 8.74 | 53 | 0.00 | Latin America |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Current Liabilities - Total
(Aircraft Engines and Engine Parts Manufacturing)

| Countries in Asia | Value (\$K/employee) | Rank | Percentile |
|-------------------|----------------------|----------|--------------|
| South Korea | 187.95 | 1 | 96.15 |
| Japan | 101.59 | 2 | 92.31 |
| Macau | 99.98 | 3 | 88.46 |
| Singapore | 84.44 | 4 | 84.62 |
| Taiwan | 57.62 | 5 | 80.77 |
| Hong Kong | 55.69 | 6 | 76.92 |
| China | 52.36 | 7 | 73.08 |
| Brunei | 39.30 | 8 | 69.23 |
| Malaysia | 29.99 | 9 | 65.38 |
| India | 26.39 | 10 | 61.54 |
| Indonesia | 21.54 | 11 | 57.69 |
| Cambodia | 20.02 | 12 | 53.85 |
| Maldives | 19.64 | 13 | 50.00 |
| Laos | 19.31 | 14 | 46.15 |
| Vietnam | 17.52 | 15 | 42.31 |
| Sri Lanka | 16.92 | 16 | 38.46 |
| Papua New Guinea | 16.40 | 17 | 34.62 |
| Seychelles | 15.66 | 18 | 30.77 |
| Bangladesh | 15.02 | 19 | 26.92 |
| Bhutan | 14.30 | 20 | 23.08 |
| Nepal | 12.80 | 21 | 19.23 |
| Thailand | 11.83 | 22 | 15.38 |
| Burma | 11.46 | 23 | 11.54 |
| Philippines | 11.42 | 24 | 7.69 |
| Mongolia | 10.55 | 25 | 3.85 |
| North Korea | 8.48 | 26 | 0.00 |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Long Term Debt

| Countries | Value (\$K/employee) | Rank | Percentile | Region |
|--------------------|----------------------|-----------|--------------|-----------------|
| South Korea | 55.54 | 1 | 98.08 | Asia |
| Italy | 45.27 | 2 | 96.15 | Europe |
| Mexico | 44.17 | 3 | 94.23 | Latin America |
| Belgium | 41.20 | 4 | 92.31 | Europe |
| Greece | 40.63 | 6 | 88.46 | Europe |
| Chile | 37.13 | 7 | 86.54 | Latin America |
| USA | 36.30 | 8 | 84.62 | North America |
| Czech Republic | 36.17 | 9 | 82.69 | Europe |
| Argentina | 33.69 | 10 | 80.77 | Latin America |
| Japan | 31.26 | 11 | 78.85 | Asia |
| Sweden | 30.39 | 12 | 76.92 | Europe |
| Netherlands | 27.67 | 13 | 75.00 | Europe |
| Finland | 26.33 | 14 | 73.08 | Europe |
| Germany | 25.08 | 15 | 71.15 | Europe |
| Norway | 22.70 | 16 | 69.23 | Europe |
| Portugal | 21.10 | 17 | 67.31 | Europe |
| France | 20.37 | 18 | 65.38 | Europe |
| the United Kingdom | 19.10 | 19 | 63.46 | Europe |
| Canada | 15.08 | 20 | 61.54 | North America |
| Switzerland | 14.52 | 21 | 59.62 | Europe |
| India | 14.40 | 22 | 57.69 | Asia |
| Luxembourg | 12.56 | 23 | 55.77 | Europe |
| Denmark | 12.51 | 24 | 53.85 | Europe |
| Austria | 11.58 | 25 | 51.92 | Europe |
| Turkey | 8.86 | 26 | 50.00 | the Middle East |
| Brazil | 8.19 | 27 | 48.08 | Latin America |
| Singapore | 8.04 | 28 | 46.15 | Asia |
| Australia | 6.75 | 29 | 44.23 | Oceana |
| Malaysia | 3.58 | 30 | 42.31 | Asia |
| South Africa | 3.41 | 31 | 40.38 | Africa |
| China | 2.50 | 33 | 36.54 | Asia |
| Russian Federation | 2.50 | 34 | 34.62 | Europe |
| Hungary | 2.24 | 35 | 32.69 | Europe |
| New Zealand | 1.90 | 37 | 28.85 | Oceana |
| Hong Kong | 1.86 | 38 | 26.92 | Asia |
| Poland | 1.83 | 39 | 25.00 | Europe |
| Spain | 1.23 | 41 | 21.15 | Europe |
| Israel | 1.13 | 42 | 19.23 | the Middle East |
| Ireland | 1.12 | 43 | 17.31 | Europe |
| Taiwan | 0.93 | 44 | 15.38 | Asia |
| Philippines | 0.87 | 45 | 13.46 | Asia |
| Indonesia | 0.07 | 47 | 9.62 | Asia |
| Thailand | 0.03 | 49 | 5.77 | Asia |
| Peru | 0.02 | 52 | 0.00 | Latin America |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Long Term Debt (Aircraft Engines and Engine Parts Manufacturing)

| Countries in Asia | Value (\$K/employee) | Rank | Percentile |
|-------------------|----------------------|-----------|--------------|
| South Korea | 55.54 | 1 | 96.15 |
| Macau | 33.20 | 2 | 92.31 |
| Japan | 31.26 | 3 | 88.46 |
| India | 14.40 | 4 | 84.62 |
| Brunei | 13.11 | 5 | 80.77 |
| Cambodia | 10.93 | 6 | 76.92 |
| Laos | 10.54 | 7 | 73.08 |
| Vietnam | 9.56 | 8 | 69.23 |
| Bangladesh | 8.20 | 9 | 65.38 |
| Singapore | 8.04 | 10 | 61.54 |
| Bhutan | 7.81 | 11 | 57.69 |
| Nepal | 6.99 | 12 | 53.85 |
| Malaysia | 3.58 | 13 | 50.00 |
| China | 2.50 | 14 | 46.15 |
| Seychelles | 2.33 | 15 | 42.31 |
| Hong Kong | 1.86 | 16 | 38.46 |
| Papua New Guinea | 1.76 | 17 | 34.62 |
| Sri Lanka | 1.30 | 18 | 30.77 |
| Taiwan | 0.93 | 19 | 26.92 |
| Burma | 0.87 | 20 | 23.08 |
| Philippines | 0.87 | 21 | 19.23 |
| Indonesia | 0.07 | 22 | 15.38 |
| Maldives | 0.07 | 23 | 11.54 |
| Thailand | 0.03 | 24 | 7.69 |
| Mongolia | 0.02 | 25 | 3.85 |
| North Korea | 0.02 | 26 | 0.00 |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Total Liabilities

| Countries | Value (\$K/employee) | Rank | Percentile | Region |
|--------------------|----------------------|-----------|--------------|-----------------|
| South Korea | 288.04 | 1 | 98.11 | Asia |
| Belgium | 280.15 | 2 | 96.23 | Europe |
| Italy | 220.97 | 3 | 94.34 | Europe |
| Greece | 200.73 | 4 | 92.45 | Europe |
| Czech Republic | 178.70 | 5 | 90.57 | Europe |
| Argentina | 166.46 | 6 | 88.68 | Latin America |
| Mexico | 160.38 | 7 | 86.79 | Latin America |
| Japan | 150.38 | 8 | 84.91 | Asia |
| Germany | 145.93 | 10 | 81.13 | Europe |
| Pakistan | 135.09 | 11 | 79.25 | the Middle East |
| France | 129.86 | 12 | 77.36 | Europe |
| Sweden | 111.05 | 13 | 75.47 | Europe |
| Netherlands | 102.13 | 14 | 73.58 | Europe |
| USA | 100.98 | 15 | 71.70 | North America |
| Singapore | 98.02 | 16 | 69.81 | Asia |
| Austria | 91.78 | 17 | 67.92 | Europe |
| Norway | 89.34 | 18 | 66.04 | Europe |
| Spain | 82.88 | 19 | 64.15 | Europe |
| Portugal | 80.51 | 20 | 62.26 | Europe |
| Chile | 79.28 | 21 | 60.38 | Latin America |
| the United Kingdom | 78.72 | 22 | 58.49 | Europe |
| Israel | 75.97 | 23 | 56.60 | the Middle East |
| Ireland | 75.34 | 24 | 54.72 | Europe |
| Switzerland | 70.80 | 25 | 52.83 | Europe |
| Finland | 70.04 | 26 | 50.94 | Europe |
| Canada | 64.80 | 27 | 49.06 | North America |
| Denmark | 63.72 | 28 | 47.17 | Europe |
| Taiwan | 62.78 | 29 | 45.28 | Asia |
| Luxembourg | 61.23 | 30 | 43.40 | Europe |
| Turkey | 61.13 | 31 | 41.51 | the Middle East |
| New Zealand | 58.44 | 32 | 39.62 | Oceania |
| Hong Kong | 57.27 | 33 | 37.74 | Asia |
| China | 55.10 | 34 | 35.85 | Asia |
| Brazil | 50.79 | 35 | 33.96 | Latin America |
| India | 43.72 | 36 | 32.08 | Asia |
| Malaysia | 34.35 | 37 | 30.19 | Asia |
| Indonesia | 33.58 | 38 | 28.30 | Asia |
| Australia | 31.03 | 40 | 24.53 | Oceania |
| Russian Federation | 19.52 | 43 | 18.87 | Europe |
| Hungary | 17.54 | 45 | 15.09 | Europe |
| South Africa | 17.46 | 46 | 13.21 | Africa |
| Poland | 14.35 | 47 | 11.32 | Europe |
| Philippines | 13.08 | 48 | 9.43 | Asia |
| Thailand | 11.85 | 49 | 7.55 | Asia |
| Peru | 8.76 | 53 | 0.00 | Latin America |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Total Liabilities
(Aircraft Engines and Engine Parts Manufacturing)

| Countries in Asia | Value (\$K/employee) | Rank | Percentile |
|-------------------|----------------------|----------|--------------|
| South Korea | 288.04 | 1 | 96.15 |
| Macau | 164.01 | 2 | 92.31 |
| Japan | 150.38 | 3 | 88.46 |
| Singapore | 98.02 | 4 | 84.62 |
| Brunei | 63.94 | 5 | 80.77 |
| Taiwan | 62.78 | 6 | 76.92 |
| Hong Kong | 57.27 | 7 | 73.08 |
| China | 55.10 | 8 | 69.23 |
| India | 43.72 | 9 | 65.38 |
| Malaysia | 34.35 | 10 | 61.54 |
| Indonesia | 33.58 | 11 | 57.69 |
| Cambodia | 33.18 | 12 | 53.85 |
| Laos | 31.99 | 13 | 50.00 |
| Maldives | 30.62 | 14 | 46.15 |
| Vietnam | 29.03 | 15 | 42.31 |
| Bangladesh | 24.88 | 16 | 38.46 |
| Bhutan | 23.70 | 17 | 34.62 |
| Nepal | 21.21 | 18 | 30.77 |
| Sri Lanka | 19.37 | 19 | 26.92 |
| Papua New Guinea | 18.82 | 20 | 23.08 |
| Seychelles | 18.22 | 21 | 19.23 |
| Burma | 13.12 | 22 | 15.38 |
| Philippines | 13.08 | 23 | 11.54 |
| Thailand | 11.85 | 24 | 7.69 |
| Mongolia | 10.57 | 25 | 3.85 |
| North Korea | 8.50 | 26 | 0.00 |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Common Equity

| Countries | Value (\$K/employee) | Rank | Percentile | Region |
|--------------------|----------------------|-----------|--------------|-----------------|
| South Korea | 154.09 | 1 | 98.11 | Asia |
| Chile | 117.16 | 2 | 96.23 | Latin America |
| Belgium | 116.44 | 3 | 94.34 | Europe |
| Japan | 95.49 | 4 | 92.45 | Asia |
| Singapore | 74.15 | 5 | 90.57 | Asia |
| Mexico | 73.21 | 6 | 88.68 | Latin America |
| Sweden | 66.99 | 8 | 84.91 | Europe |
| USA | 64.29 | 9 | 83.02 | North America |
| Malaysia | 64.18 | 10 | 81.13 | Asia |
| Pakistan | 61.56 | 11 | 79.25 | the Middle East |
| Philippines | 61.53 | 12 | 77.36 | Asia |
| Denmark | 57.54 | 13 | 75.47 | Europe |
| Spain | 56.27 | 14 | 73.58 | Europe |
| New Zealand | 53.58 | 15 | 71.70 | Oceania |
| Canada | 53.55 | 16 | 69.81 | North America |
| Norway | 52.64 | 17 | 67.92 | Europe |
| Hong Kong | 52.50 | 18 | 66.04 | Asia |
| Israel | 51.58 | 20 | 62.26 | the Middle East |
| Greece | 51.35 | 21 | 60.38 | Europe |
| Ireland | 51.16 | 22 | 58.49 | Europe |
| France | 50.64 | 23 | 56.60 | Europe |
| Italy | 49.57 | 24 | 54.72 | Europe |
| the United Kingdom | 49.03 | 25 | 52.83 | Europe |
| Switzerland | 48.17 | 26 | 50.94 | Europe |
| Germany | 48.16 | 27 | 49.06 | Europe |
| Australia | 46.78 | 28 | 47.17 | Oceania |
| Czech Republic | 45.71 | 29 | 45.28 | Europe |
| China | 44.41 | 30 | 43.40 | Asia |
| Austria | 44.11 | 31 | 41.51 | Europe |
| Taiwan | 42.63 | 32 | 39.62 | Asia |
| Argentina | 42.58 | 33 | 37.74 | Latin America |
| Luxembourg | 41.65 | 34 | 35.85 | Europe |
| Turkey | 40.74 | 35 | 33.96 | the Middle East |
| Portugal | 39.66 | 36 | 32.08 | Europe |
| Finland | 34.59 | 37 | 30.19 | Europe |
| Brazil | 32.47 | 39 | 26.42 | Latin America |
| Netherlands | 31.46 | 40 | 24.53 | Europe |
| India | 30.80 | 41 | 22.64 | Asia |
| South Africa | 27.05 | 42 | 20.75 | Africa |
| Thailand | 21.59 | 43 | 18.87 | Asia |
| Peru | 15.95 | 46 | 13.21 | Latin America |
| Indonesia | 13.89 | 47 | 11.32 | Asia |
| Russian Federation | 5.02 | 51 | 3.77 | Europe |
| Hungary | 4.51 | 52 | 1.89 | Europe |
| Poland | 3.69 | 53 | 0.00 | Europe |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Common Equity
(Aircraft Engines and Engine Parts Manufacturing)

| Countries in Asia | Value (\$K/employee) | Rank | Percentile |
|-------------------|----------------------|-----------|--------------|
| South Korea | 154.09 | 1 | 96.15 |
| Japan | 95.49 | 2 | 92.31 |
| Singapore | 74.15 | 3 | 88.46 |
| Malaysia | 64.18 | 4 | 84.62 |
| Burma | 61.74 | 5 | 80.77 |
| Philippines | 61.53 | 6 | 76.92 |
| Hong Kong | 52.50 | 7 | 73.08 |
| China | 44.41 | 8 | 69.23 |
| Brunei | 43.50 | 9 | 65.38 |
| Taiwan | 42.63 | 10 | 61.54 |
| Macau | 41.95 | 11 | 57.69 |
| Papua New Guinea | 31.63 | 12 | 53.85 |
| India | 30.80 | 13 | 50.00 |
| Cambodia | 23.37 | 14 | 46.15 |
| Laos | 22.54 | 15 | 42.31 |
| Thailand | 21.59 | 16 | 38.46 |
| Vietnam | 20.45 | 17 | 34.62 |
| Mongolia | 19.26 | 18 | 30.77 |
| Bangladesh | 17.53 | 19 | 26.92 |
| Bhutan | 16.70 | 20 | 23.08 |
| North Korea | 15.48 | 21 | 19.23 |
| Nepal | 14.94 | 22 | 15.38 |
| Indonesia | 13.89 | 23 | 11.54 |
| Maldives | 12.67 | 24 | 7.69 |
| Sri Lanka | 10.92 | 25 | 3.85 |
| Seychelles | 4.69 | 26 | 0.00 |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Retained Earnings

| Countries | Value (\$K/employee) | Rank | Percentile | Region |
|--------------------|----------------------|-----------|--------------|-----------------|
| Japan | 55.03 | 1 | 97.87 | Asia |
| USA | 42.85 | 2 | 95.74 | North America |
| Mexico | 42.63 | 3 | 93.62 | Latin America |
| Chile | 39.39 | 5 | 89.36 | Latin America |
| New Zealand | 34.58 | 6 | 87.23 | Oceania |
| Denmark | 34.19 | 7 | 85.11 | Europe |
| Hong Kong | 33.89 | 8 | 82.98 | Asia |
| Singapore | 33.48 | 9 | 80.85 | Asia |
| Malaysia | 31.08 | 10 | 78.72 | Asia |
| Canada | 30.16 | 11 | 76.60 | North America |
| Germany | 29.50 | 12 | 74.47 | Europe |
| South Korea | 22.31 | 13 | 72.34 | Asia |
| the United Kingdom | 21.66 | 14 | 70.21 | Europe |
| Sweden | 18.67 | 15 | 68.09 | Europe |
| South Africa | 18.64 | 16 | 65.96 | Africa |
| Finland | 17.24 | 17 | 63.83 | Europe |
| Austria | 15.88 | 18 | 61.70 | Europe |
| Philippines | 12.92 | 19 | 59.57 | Asia |
| Australia | 12.21 | 20 | 57.45 | Oceania |
| France | 10.01 | 22 | 53.19 | Europe |
| Italy | 8.49 | 23 | 51.06 | Europe |
| Spain | 4.84 | 26 | 44.68 | Europe |
| Israel | 4.43 | 27 | 42.55 | the Middle East |
| Turkey | 4.40 | 28 | 40.43 | the Middle East |
| Ireland | 4.40 | 29 | 38.30 | Europe |
| Switzerland | 3.81 | 30 | 36.17 | Europe |
| Taiwan | 3.66 | 31 | 34.04 | Asia |
| Luxembourg | 3.29 | 32 | 31.91 | Europe |
| China | 3.15 | 33 | 29.79 | Asia |
| Greece | 2.77 | 34 | 27.66 | Europe |
| Indonesia | 2.53 | 35 | 25.53 | Asia |
| Czech Republic | 2.46 | 36 | 23.40 | Europe |
| Argentina | 2.30 | 38 | 19.15 | Latin America |
| Brazil | 1.83 | 39 | 17.02 | Latin America |
| India | 0.93 | 40 | 14.89 | Asia |
| Portugal | 0.02 | 41 | 12.77 | Europe |
| Pakistan | 0.00 | 42 | 10.64 | the Middle East |
| Poland | -1.77 | 43 | 8.51 | Europe |
| Hungary | -2.16 | 44 | 6.38 | Europe |
| Russian Federation | -2.40 | 45 | 4.26 | Europe |
| Netherlands | -3.96 | 47 | 0.00 | Europe |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

**Retained Earnings
(Aircraft Engines and Engine Parts Manufacturing)**

| Countries in Asia | Value (\$K/employee) | Rank | Percentile |
|-------------------|----------------------|-----------|--------------|
| Japan | 55.03 | 1 | 95.65 |
| Hong Kong | 33.89 | 2 | 91.30 |
| Singapore | 33.48 | 3 | 86.96 |
| Malaysia | 31.08 | 4 | 82.61 |
| South Korea | 22.31 | 5 | 78.26 |
| Burma | 12.97 | 6 | 73.91 |
| Philippines | 12.92 | 7 | 69.57 |
| Sri Lanka | 7.06 | 8 | 65.22 |
| Papua New Guinea | 5.56 | 9 | 60.87 |
| Taiwan | 3.66 | 10 | 56.52 |
| Brunei | 3.44 | 11 | 52.17 |
| China | 3.15 | 12 | 47.83 |
| Indonesia | 2.53 | 13 | 43.48 |
| Maldives | 2.31 | 14 | 39.13 |
| Macau | 2.26 | 15 | 34.78 |
| India | 0.93 | 16 | 30.43 |
| Cambodia | 0.71 | 17 | 26.09 |
| Laos | 0.68 | 18 | 21.74 |
| Vietnam | 0.62 | 19 | 17.39 |
| Bangladesh | 0.53 | 20 | 13.04 |
| Bhutan | 0.51 | 21 | 8.70 |
| Nepal | 0.45 | 22 | 4.35 |
| Seychelles | -2.24 | 23 | 0.00 |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

3.8 PRODUCTIVITY IN TAIWAN: INCOME-LABOR RATIOS

3.8.1 Overview

In this chapter we consider the income-labor ratios for aircraft engines and engine parts manufacturing 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 aircraft engines and engine parts manufacturing 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 aircraft engines and engine parts manufacturing in Taiwan based on latest financial results available.

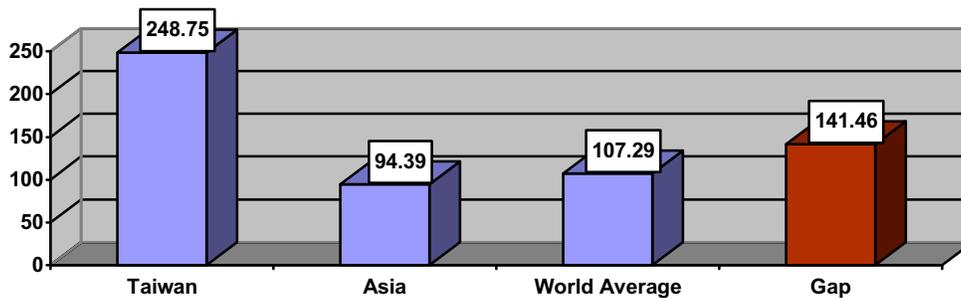
| Labor-income Ratios (\$k/employee) | Taiwan | Asia | World Avg. |
|--|---------------|--------------|-------------------|
| Net Sales or Revenues | 248.75 | 94.39 | 107.29 |
| Cost of Goods Sold (Excluding Depreciation) | 222.05 | 74.04 | 80.21 |
| Depreciation, Depletion & Amortization | 7.92 | 3.96 | 4.60 |
| Gross Income | 18.78 | 14.62 | 17.46 |
| Other Operating Expenses | 325.52 | 98.63 | 101.73 |
| Operating Expenses - Total | 27.70 | 3.65 | 2.85 |
| Operating Income | 0.50 | 5.94 | 7.49 |
| Extraordinary Credit - Pretax | 0.25 | 0.30 | 0.21 |
| Extraordinary Charge - Pretax | 0.16 | 0.71 | 0.57 |
| Non-Operating Interest Income | 0.77 | 0.62 | 0.93 |
| Reserves - Increase/Decrease | -0.30 | -0.01 | 0.00 |
| Pretax Equity In Earnings | 0.49 | 0.06 | 0.04 |
| Other Income/Expense Net | 2.32 | 1.75 | 1.60 |
| Earnings Before Interest and Taxes (EBIT) | 3.92 | 7.84 | 9.51 |
| Interest Expense on Debt | 1.04 | 1.52 | 2.26 |
| Pretax Income | 2.88 | 6.32 | 7.30 |
| Income Taxes | 1.03 | 1.81 | 2.28 |
| Minority Interest | 0.01 | 0.33 | 0.19 |
| Net Income Before Extra Items/Prefer Dividends | 2.33 | 4.43 | 5.00 |
| Net Income Before Preferred Dividends | 2.33 | 4.39 | 4.88 |
| Net Income Available to Common | 2.33 | 4.42 | 4.99 |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

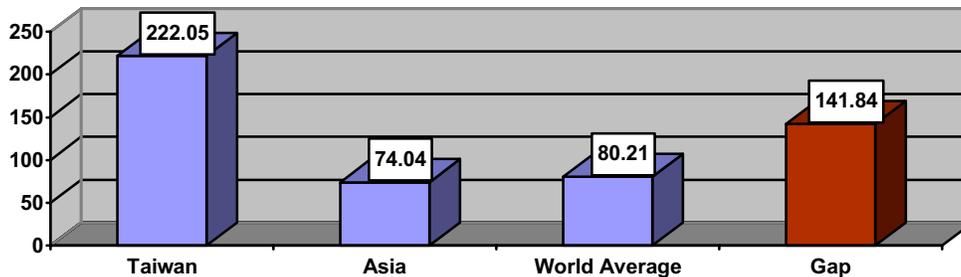
3.8.3 Income to Labor: Gaps

The following graphics summarize for aircraft engines and engine parts manufacturing 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.

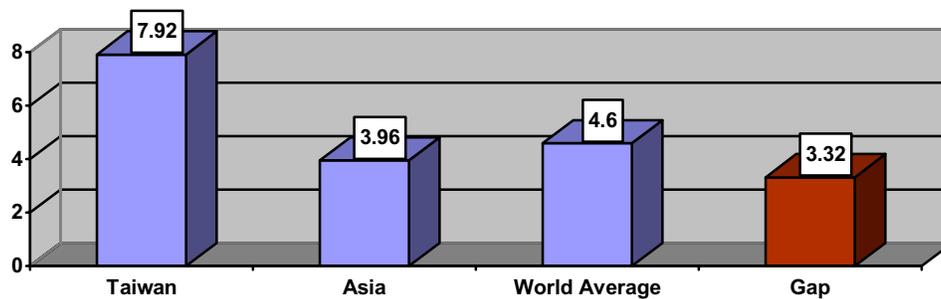
Gap: Net Sales or Revenues (\$k/employee)



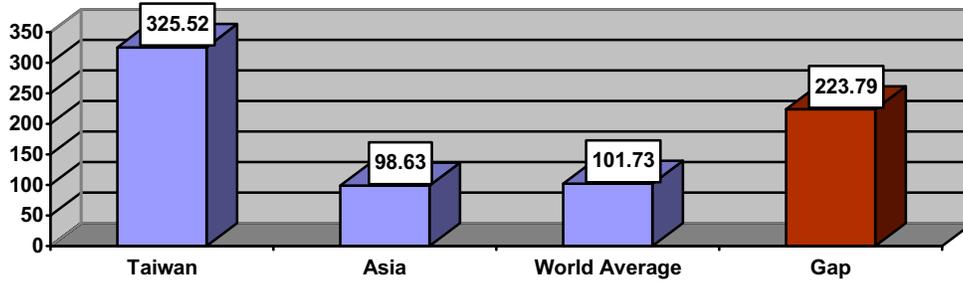
Gap: Cost of Goods Sold (Excluding Depreciation) (\$k/employee)



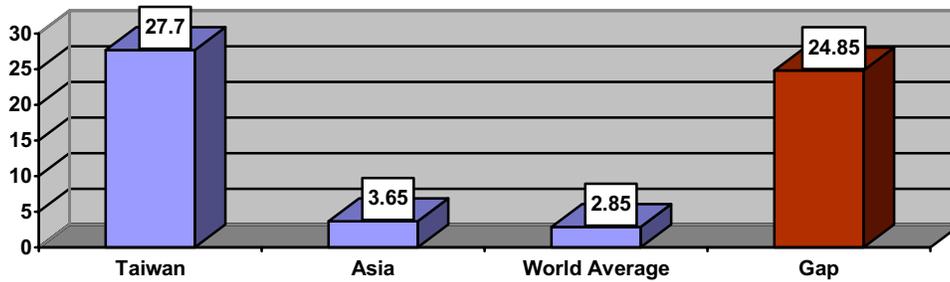
Gap: Depreciation, Depletion & Amortization (\$k/employee)



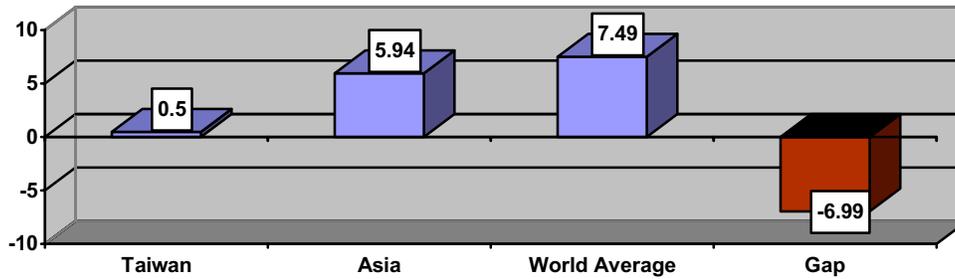
Gap: Other Operating Expenses (\$k/employee)



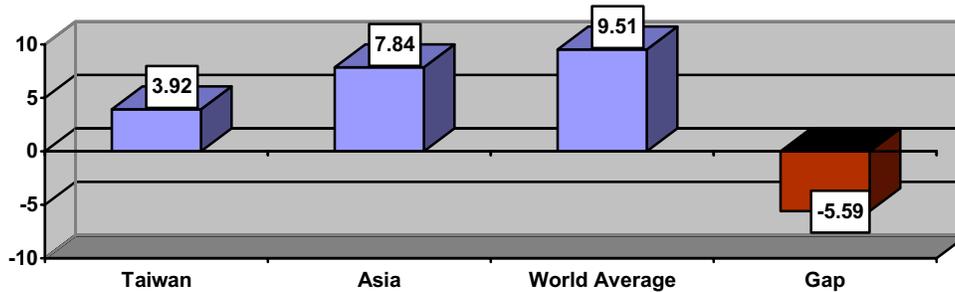
Gap: Operating Expenses - Total (\$k/employee)



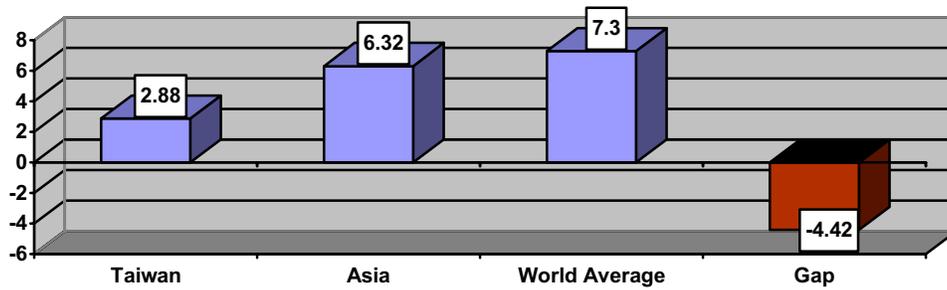
Gap: Operating Income (\$k/employee)



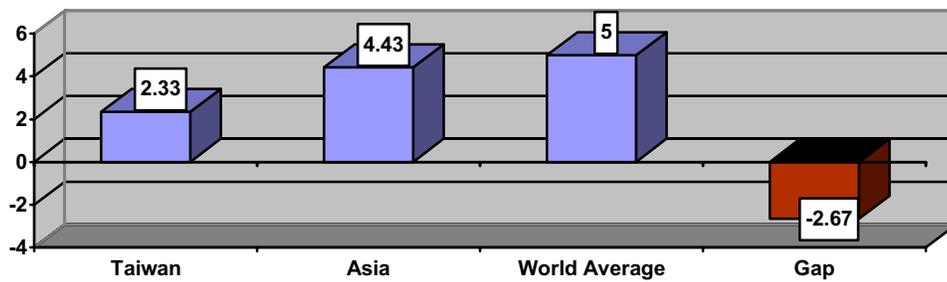
Gap: Earnings Before Interest and Taxes (EBIT) (\$k/employee)



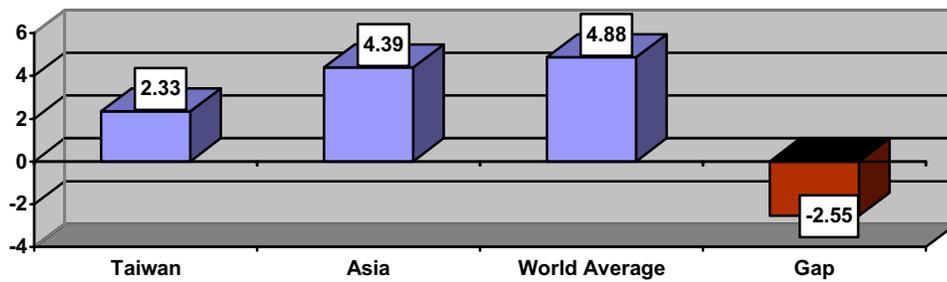
Gap: Pretax Income (\$k/employee)



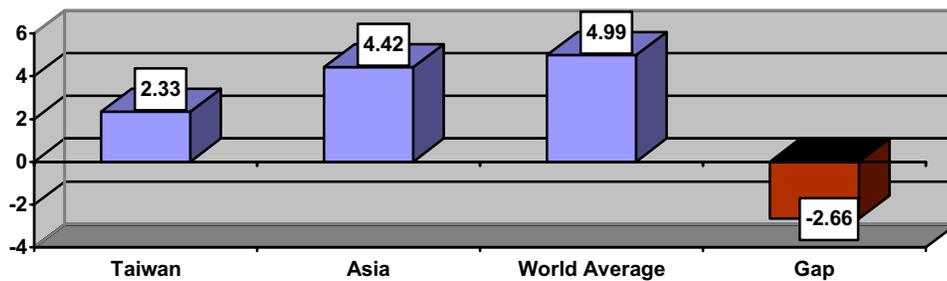
Gap: Net Income Before Extra Items/Prefer Dividends (\$k/employee)



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 | 248.75 | 8 of 53 | 84.91 |
| Cost of Goods Sold (Excluding Depreciation) | 222.05 | 7 of 53 | 86.79 |
| Depreciation, Depletion & Amortization | 7.92 | 14 of 53 | 73.58 |
| Gross Income | 18.78 | 32 of 53 | 39.62 |
| Other Operating Expenses | 325.52 | 6 of 52 | 88.46 |
| Operating Expenses - Total | 27.70 | 5 of 41 | 87.80 |
| Operating Income | 0.50 | 52 of 53 | 1.89 |
| Extraordinary Credit - Pretax | 0.25 | 18 of 28 | 35.71 |
| Extraordinary Charge - Pretax | 0.16 | 25 of 31 | 19.35 |
| Non-Operating Interest Income | 0.77 | 21 of 47 | 55.32 |
| Reserves - Increase/Decrease | -0.30 | 7 of 10 | 30.00 |
| Pretax Equity In Earnings | 0.49 | 7 of 24 | 70.83 |
| Other Income/Expense Net | 2.32 | 21 of 53 | 60.38 |
| Earnings Before Interest and Taxes (EBIT) | 3.92 | 40 of 53 | 24.53 |
| Interest Expense on Debt | 1.04 | 35 of 53 | 33.96 |
| Pretax Income | 2.88 | 39 of 53 | 26.42 |
| Income Taxes | 1.03 | 37 of 53 | 30.19 |
| Minority Interest | 0.01 | 31 of 43 | 27.91 |
| Net Income Before Extra Items/Prefer Dividends | 2.33 | 39 of 53 | 26.42 |
| Net Income Before Preferred Dividends | 2.33 | 39 of 53 | 26.42 |
| Net Income Available to Common | 2.33 | 39 of 53 | 26.42 |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Cost of Goods Sold (Excluding Depreciation)

| Countries | Value (\$K/employee) | Rank | Percentile | Region |
|--------------------|----------------------|----------|--------------|-----------------|
| South Korea | 407.84 | 1 | 98.11 | Asia |
| Belgium | 317.71 | 2 | 96.23 | Europe |
| Spain | 293.11 | 3 | 94.34 | Europe |
| Israel | 268.69 | 4 | 92.45 | the Middle East |
| Ireland | 266.46 | 5 | 90.57 | Europe |
| Pakistan | 222.65 | 6 | 88.68 | the Middle East |
| Taiwan | 222.05 | 7 | 86.79 | Asia |
| Japan | 221.52 | 8 | 84.91 | Asia |
| Canada | 189.31 | 9 | 83.02 | North America |
| Norway | 174.25 | 10 | 81.13 | Europe |
| Germany | 163.81 | 11 | 79.25 | Europe |
| Finland | 158.34 | 12 | 77.36 | Europe |
| Netherlands | 155.40 | 13 | 75.47 | Europe |
| Greece | 148.80 | 14 | 73.58 | Europe |
| Denmark | 145.09 | 15 | 71.70 | Europe |
| France | 142.89 | 16 | 69.81 | Europe |
| Italy | 141.25 | 17 | 67.92 | Europe |
| Austria | 140.93 | 18 | 66.04 | Europe |
| USA | 139.93 | 19 | 64.15 | North America |
| Sweden | 136.46 | 20 | 62.26 | Europe |
| Portugal | 135.39 | 21 | 60.38 | Europe |
| Czech Republic | 132.47 | 22 | 58.49 | Europe |
| Argentina | 123.39 | 23 | 56.60 | Latin America |
| Switzerland | 117.84 | 24 | 54.72 | Europe |
| the United Kingdom | 116.32 | 25 | 52.83 | Europe |
| Luxembourg | 101.91 | 26 | 50.94 | Europe |
| South Africa | 96.47 | 27 | 49.06 | Africa |
| Turkey | 93.96 | 28 | 47.17 | the Middle East |
| Singapore | 91.85 | 29 | 45.28 | Asia |
| Australia | 90.35 | 30 | 43.40 | Oceania |
| Malaysia | 67.11 | 31 | 41.51 | Asia |
| New Zealand | 66.13 | 32 | 39.62 | Oceania |
| India | 64.85 | 33 | 37.74 | Asia |
| Hong Kong | 64.80 | 34 | 35.85 | Asia |
| China | 63.22 | 35 | 33.96 | Asia |
| Chile | 60.97 | 36 | 32.08 | Latin America |
| Brazil | 52.47 | 37 | 30.19 | Latin America |
| Indonesia | 47.16 | 38 | 28.30 | Asia |
| Mexico | 45.51 | 39 | 26.42 | Latin America |
| Russian Federation | 31.61 | 44 | 16.98 | Europe |
| Hungary | 28.40 | 45 | 15.09 | Europe |
| Poland | 23.23 | 47 | 11.32 | Europe |
| Thailand | 16.99 | 48 | 9.43 | Asia |
| Philippines | 12.79 | 51 | 3.77 | Asia |
| Peru | 12.56 | 52 | 1.89 | Latin America |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

**Cost of Goods Sold (Excluding Depreciation)
(Aircraft Engines and Engine Parts Manufacturing)**

| Countries in Asia | Value (\$K/employee) | Rank | Percentile |
|-------------------|----------------------|----------|--------------|
| South Korea | 407.84 | 1 | 96.15 |
| Taiwan | 222.05 | 2 | 92.31 |
| Japan | 221.52 | 3 | 88.46 |
| Macau | 121.58 | 4 | 84.62 |
| Brunei | 106.41 | 5 | 80.77 |
| Singapore | 91.85 | 6 | 76.92 |
| Malaysia | 67.11 | 7 | 73.08 |
| India | 64.85 | 8 | 69.23 |
| Hong Kong | 64.80 | 9 | 65.38 |
| China | 63.22 | 10 | 61.54 |
| Cambodia | 49.21 | 11 | 57.69 |
| Laos | 47.45 | 12 | 53.85 |
| Indonesia | 47.16 | 13 | 50.00 |
| Vietnam | 43.06 | 14 | 46.15 |
| Maldives | 43.00 | 15 | 42.31 |
| Papua New Guinea | 37.52 | 16 | 38.46 |
| Bangladesh | 36.91 | 17 | 34.62 |
| Bhutan | 35.15 | 18 | 30.77 |
| Nepal | 31.46 | 19 | 26.92 |
| Seychelles | 29.50 | 20 | 23.08 |
| Sri Lanka | 23.29 | 21 | 19.23 |
| Thailand | 16.99 | 22 | 15.38 |
| Mongolia | 15.16 | 23 | 11.54 |
| Burma | 12.84 | 24 | 7.69 |
| Philippines | 12.79 | 25 | 3.85 |
| North Korea | 12.19 | 26 | 0.00 |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Operating Expenses - Total

| Countries | Value (\$K/employee) | Rank | Percentile | Region |
|--------------------|----------------------|----------|--------------|-----------------|
| Spain | 36.57 | 1 | 97.56 | Europe |
| Israel | 33.52 | 2 | 95.12 | the Middle East |
| Finland | 33.39 | 3 | 92.68 | Europe |
| Ireland | 33.25 | 4 | 90.24 | Europe |
| Taiwan | 27.70 | 5 | 87.80 | Asia |
| Denmark | 27.00 | 6 | 85.37 | Europe |
| Switzerland | 22.83 | 7 | 82.93 | Europe |
| Australia | 22.36 | 8 | 80.49 | Oceania |
| Austria | 21.42 | 9 | 78.05 | Europe |
| Germany | 20.05 | 10 | 75.61 | Europe |
| Luxembourg | 19.74 | 11 | 73.17 | Europe |
| Italy | 16.73 | 12 | 70.73 | Europe |
| Portugal | 16.46 | 13 | 68.29 | Europe |
| France | 11.59 | 14 | 65.85 | Europe |
| Netherlands | 7.81 | 15 | 63.41 | Europe |
| Singapore | 5.14 | 16 | 60.98 | Asia |
| Philippines | 4.41 | 18 | 56.10 | Asia |
| India | 4.10 | 19 | 53.66 | Asia |
| Belgium | 4.10 | 20 | 51.22 | Europe |
| Sweden | 3.64 | 22 | 46.34 | Europe |
| Pakistan | 3.22 | 23 | 43.90 | the Middle East |
| Brazil | 2.62 | 24 | 41.46 | Latin America |
| Malaysia | 1.35 | 25 | 39.02 | Asia |
| South Korea | 1.30 | 26 | 36.59 | Asia |
| New Zealand | 1.24 | 27 | 34.15 | Oceania |
| Hong Kong | 1.22 | 28 | 31.71 | Asia |
| China | 1.12 | 29 | 29.27 | Asia |
| the United Kingdom | 0.97 | 30 | 26.83 | Europe |
| USA | 0.45 | 31 | 24.39 | North America |
| Japan | 0.35 | 32 | 21.95 | Asia |
| Canada | 0.30 | 33 | 19.51 | North America |
| Greece | 0.18 | 34 | 17.07 | Europe |
| Czech Republic | 0.16 | 35 | 14.63 | Europe |
| South Africa | 0.16 | 36 | 12.20 | Africa |
| Argentina | 0.15 | 37 | 9.76 | Latin America |
| Poland | -0.62 | 38 | 7.32 | Europe |
| Hungary | -0.76 | 39 | 4.88 | Europe |
| Russian Federation | -0.84 | 40 | 2.44 | Europe |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Operating Expenses - Total
(Aircraft Engines and Engine Parts Manufacturing)

| Countries in Asia | Value (\$K/employee) | Rank | Percentile |
|-------------------|----------------------|----------|--------------|
| Taiwan | 27.70 | 1 | 95.00 |
| Brunei | 20.61 | 2 | 90.00 |
| Singapore | 5.14 | 3 | 85.00 |
| Papua New Guinea | 4.69 | 4 | 80.00 |
| Burma | 4.43 | 5 | 75.00 |
| Philippines | 4.41 | 6 | 70.00 |
| India | 4.10 | 7 | 65.00 |
| Cambodia | 3.11 | 8 | 60.00 |
| Laos | 3.00 | 9 | 55.00 |
| Vietnam | 2.72 | 10 | 50.00 |
| Bangladesh | 2.33 | 11 | 45.00 |
| Bhutan | 2.22 | 12 | 40.00 |
| Nepal | 1.99 | 13 | 35.00 |
| Malaysia | 1.35 | 14 | 30.00 |
| South Korea | 1.30 | 15 | 25.00 |
| Hong Kong | 1.22 | 16 | 20.00 |
| China | 1.12 | 17 | 15.00 |
| Japan | 0.35 | 18 | 10.00 |
| Macau | 0.15 | 19 | 5.00 |
| Seychelles | -0.79 | 20 | 0.00 |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Operating Income

| Countries | Value (\$K/employee) | Rank | Percentile | Region |
|--------------------|----------------------|-----------|-------------|-----------------|
| Pakistan | 23.94 | 1 | 98.11 | the Middle East |
| South Korea | 21.31 | 2 | 96.23 | Asia |
| USA | 14.17 | 3 | 94.34 | North America |
| Brazil | 13.94 | 4 | 92.45 | Latin America |
| Canada | 12.37 | 5 | 90.57 | North America |
| New Zealand | 12.02 | 6 | 88.68 | Oceania |
| Hong Kong | 11.78 | 7 | 86.79 | Asia |
| France | 11.74 | 8 | 84.91 | Europe |
| Sweden | 10.84 | 9 | 83.02 | Europe |
| Greece | 10.62 | 10 | 81.13 | Europe |
| Switzerland | 10.57 | 11 | 79.25 | Europe |
| Mexico | 10.50 | 12 | 77.36 | Latin America |
| Norway | 10.30 | 13 | 75.47 | Europe |
| Belgium | 10.08 | 14 | 73.58 | Europe |
| the United Kingdom | 10.08 | 15 | 71.70 | Europe |
| Japan | 9.69 | 17 | 67.92 | Asia |
| Czech Republic | 9.46 | 19 | 64.15 | Europe |
| India | 9.44 | 20 | 62.26 | Asia |
| Malaysia | 9.18 | 21 | 60.38 | Asia |
| Luxembourg | 9.14 | 22 | 58.49 | Europe |
| Argentina | 8.81 | 23 | 56.60 | Latin America |
| Singapore | 8.04 | 24 | 54.72 | Asia |
| Australia | 7.95 | 25 | 52.83 | Oceania |
| Denmark | 7.86 | 26 | 50.94 | Europe |
| China | 6.39 | 27 | 49.06 | Asia |
| Germany | 6.32 | 28 | 47.17 | Europe |
| Chile | 6.24 | 29 | 45.28 | Latin America |
| Austria | 5.84 | 30 | 43.40 | Europe |
| Italy | 4.71 | 31 | 41.51 | Europe |
| Turkey | 3.24 | 32 | 39.62 | the Middle East |
| South Africa | 3.23 | 33 | 37.74 | Africa |
| Thailand | 3.18 | 34 | 35.85 | Asia |
| Netherlands | 3.12 | 35 | 33.96 | Europe |
| Peru | 2.35 | 38 | 28.30 | Latin America |
| Russian Federation | 2.02 | 40 | 24.53 | Europe |
| Hungary | 1.82 | 42 | 20.75 | Europe |
| Poland | 1.49 | 43 | 18.87 | Europe |
| Finland | 1.20 | 44 | 16.98 | Europe |
| Philippines | 1.00 | 45 | 15.09 | Asia |
| Indonesia | 0.88 | 46 | 13.21 | Asia |
| Spain | 0.66 | 49 | 7.55 | Europe |
| Israel | 0.60 | 50 | 5.66 | the Middle East |
| Ireland | 0.60 | 51 | 3.77 | Europe |
| Taiwan | 0.50 | 52 | 1.89 | Asia |
| Portugal | -5.06 | 53 | 0.00 | Europe |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Operating Income (Aircraft Engines and Engine Parts Manufacturing)

| Countries in Asia | Value (\$K/employee) | Rank | Percentile |
|-------------------|----------------------|-----------|-------------|
| South Korea | 21.31 | 1 | 96.15 |
| Hong Kong | 11.78 | 2 | 92.31 |
| Japan | 9.69 | 3 | 88.46 |
| Brunei | 9.54 | 4 | 84.62 |
| India | 9.44 | 5 | 80.77 |
| Malaysia | 9.18 | 6 | 76.92 |
| Papua New Guinea | 8.73 | 7 | 73.08 |
| Macau | 8.68 | 8 | 69.23 |
| Singapore | 8.04 | 9 | 65.38 |
| Cambodia | 7.16 | 10 | 61.54 |
| Laos | 6.90 | 11 | 57.69 |
| China | 6.39 | 12 | 53.85 |
| Vietnam | 6.27 | 13 | 50.00 |
| Bangladesh | 5.37 | 14 | 46.15 |
| Bhutan | 5.11 | 15 | 42.31 |
| Nepal | 4.58 | 16 | 38.46 |
| Thailand | 3.18 | 17 | 34.62 |
| Mongolia | 2.84 | 18 | 30.77 |
| North Korea | 2.28 | 19 | 26.92 |
| Sri Lanka | 1.99 | 20 | 23.08 |
| Seychelles | 1.89 | 21 | 19.23 |
| Burma | 1.01 | 22 | 15.38 |
| Philippines | 1.00 | 23 | 11.54 |
| Indonesia | 0.88 | 24 | 7.69 |
| Maldives | 0.80 | 25 | 3.85 |
| Taiwan | 0.50 | 26 | 0.00 |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Earnings Before Interest and Taxes (EBIT)

| Countries | Value (\$K/employee) | Rank | Percentile | Region |
|--------------------|----------------------|-----------|--------------|-----------------|
| South Korea | 36.44 | 1 | 98.11 | Asia |
| Pakistan | 26.67 | 2 | 96.23 | the Middle East |
| Chile | 18.35 | 3 | 94.34 | Latin America |
| Brazil | 17.15 | 4 | 92.45 | Latin America |
| Mexico | 16.27 | 5 | 90.57 | Latin America |
| Greece | 16.17 | 6 | 88.68 | Europe |
| Sweden | 15.15 | 7 | 86.79 | Europe |
| Czech Republic | 14.40 | 9 | 83.02 | Europe |
| France | 14.35 | 10 | 81.13 | Europe |
| Belgium | 14.33 | 11 | 79.25 | Europe |
| Argentina | 13.41 | 12 | 77.36 | Latin America |
| USA | 13.19 | 13 | 75.47 | North America |
| Germany | 13.10 | 14 | 73.58 | Europe |
| Norway | 12.98 | 16 | 69.81 | Europe |
| New Zealand | 12.59 | 17 | 67.92 | Oceania |
| Hong Kong | 12.34 | 18 | 66.04 | Asia |
| Turkey | 11.99 | 19 | 64.15 | the Middle East |
| India | 11.87 | 20 | 62.26 | Asia |
| Austria | 11.75 | 21 | 60.38 | Europe |
| Denmark | 11.30 | 22 | 58.49 | Europe |
| Singapore | 10.71 | 23 | 56.60 | Asia |
| the United Kingdom | 10.67 | 24 | 54.72 | Europe |
| Canada | 10.26 | 25 | 52.83 | North America |
| Malaysia | 10.07 | 26 | 50.94 | Asia |
| Switzerland | 9.51 | 27 | 49.06 | Europe |
| Australia | 8.53 | 28 | 47.17 | Oceania |
| Italy | 8.38 | 29 | 45.28 | Europe |
| Luxembourg | 8.22 | 30 | 43.40 | Europe |
| Japan | 8.03 | 31 | 41.51 | Asia |
| China | 7.14 | 32 | 39.62 | Asia |
| Thailand | 6.35 | 33 | 37.74 | Asia |
| Spain | 5.18 | 35 | 33.96 | Europe |
| Israel | 4.75 | 37 | 30.19 | the Middle East |
| Ireland | 4.71 | 38 | 28.30 | Europe |
| Peru | 4.69 | 39 | 26.42 | Latin America |
| Taiwan | 3.92 | 40 | 24.53 | Asia |
| South Africa | 3.89 | 41 | 22.64 | Africa |
| Portugal | 3.69 | 42 | 20.75 | Europe |
| Netherlands | 2.38 | 43 | 18.87 | Europe |
| Philippines | 1.63 | 45 | 15.09 | Asia |
| Finland | 1.62 | 46 | 13.21 | Europe |
| Indonesia | 1.37 | 48 | 9.43 | Asia |
| Russian Federation | 0.27 | 51 | 3.77 | Europe |
| Hungary | 0.24 | 52 | 1.89 | Europe |
| Poland | 0.20 | 53 | 0.00 | Europe |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Earnings Before Interest and Taxes (EBIT)
(Aircraft Engines and Engine Parts Manufacturing)

| Countries in Asia | Value (\$K/employee) | Rank | Percentile |
|-------------------|----------------------|-----------|--------------|
| South Korea | 36.44 | 1 | 96.15 |
| Macau | 13.22 | 2 | 92.31 |
| Hong Kong | 12.34 | 3 | 88.46 |
| Papua New Guinea | 11.95 | 4 | 84.62 |
| India | 11.87 | 5 | 80.77 |
| Singapore | 10.71 | 6 | 76.92 |
| Malaysia | 10.07 | 7 | 73.08 |
| Cambodia | 9.01 | 8 | 69.23 |
| Laos | 8.68 | 9 | 65.38 |
| Brunei | 8.59 | 10 | 61.54 |
| Japan | 8.03 | 11 | 57.69 |
| Vietnam | 7.88 | 12 | 53.85 |
| China | 7.14 | 13 | 50.00 |
| Bangladesh | 6.75 | 14 | 46.15 |
| Bhutan | 6.43 | 15 | 42.31 |
| Thailand | 6.35 | 16 | 38.46 |
| Nepal | 5.76 | 17 | 34.62 |
| Mongolia | 5.67 | 18 | 30.77 |
| North Korea | 4.55 | 19 | 26.92 |
| Taiwan | 3.92 | 20 | 23.08 |
| Sri Lanka | 2.30 | 21 | 19.23 |
| Burma | 1.64 | 22 | 15.38 |
| Philippines | 1.63 | 23 | 11.54 |
| Indonesia | 1.37 | 24 | 7.69 |
| Maldives | 1.25 | 25 | 3.85 |
| Seychelles | 0.25 | 26 | 0.00 |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Pretax Income

| Countries | Value (\$K/employee) | Rank | Percentile | Region |
|--------------------|----------------------|-----------|--------------|-----------------|
| Pakistan | 25.95 | 1 | 98.11 | the Middle East |
| South Korea | 21.96 | 2 | 96.23 | Asia |
| France | 12.27 | 4 | 92.45 | Europe |
| Sweden | 11.93 | 5 | 90.57 | Europe |
| New Zealand | 11.58 | 6 | 88.68 | Oceana |
| Hong Kong | 11.34 | 7 | 86.79 | Asia |
| Greece | 11.10 | 8 | 84.91 | Europe |
| USA | 10.81 | 9 | 83.02 | North America |
| Norway | 10.68 | 10 | 81.13 | Europe |
| Germany | 10.47 | 11 | 79.25 | Europe |
| Singapore | 9.99 | 12 | 77.36 | Asia |
| Czech Republic | 9.89 | 13 | 75.47 | Europe |
| India | 9.80 | 14 | 73.58 | Asia |
| Brazil | 9.51 | 15 | 71.70 | Latin America |
| Malaysia | 9.40 | 16 | 69.81 | Asia |
| Argentina | 9.21 | 17 | 67.92 | Latin America |
| Mexico | 9.03 | 18 | 66.04 | Latin America |
| Chile | 8.70 | 19 | 64.15 | Latin America |
| Belgium | 8.66 | 20 | 62.26 | Europe |
| Canada | 8.59 | 21 | 60.38 | North America |
| the United Kingdom | 8.49 | 22 | 58.49 | Europe |
| Denmark | 8.13 | 24 | 54.72 | Europe |
| Switzerland | 7.96 | 25 | 52.83 | Europe |
| Austria | 7.95 | 26 | 50.94 | Europe |
| Australia | 7.68 | 27 | 49.06 | Oceana |
| Luxembourg | 6.89 | 28 | 47.17 | Europe |
| Japan | 6.67 | 29 | 45.28 | Asia |
| China | 6.17 | 30 | 43.40 | Asia |
| Thailand | 5.89 | 31 | 41.51 | Asia |
| Peru | 4.35 | 34 | 35.85 | Latin America |
| Spain | 3.80 | 35 | 33.96 | Europe |
| Israel | 3.48 | 36 | 32.08 | the Middle East |
| Ireland | 3.45 | 37 | 30.19 | Europe |
| Italy | 3.43 | 38 | 28.30 | Europe |
| Taiwan | 2.88 | 39 | 26.42 | Asia |
| South Africa | 2.63 | 40 | 24.53 | Africa |
| Turkey | 2.37 | 41 | 22.64 | the Middle East |
| Philippines | 1.38 | 43 | 18.87 | Asia |
| Indonesia | 1.33 | 44 | 16.98 | Asia |
| Portugal | 1.23 | 46 | 13.21 | Europe |
| Finland | -0.23 | 48 | 9.43 | Europe |
| Poland | -0.84 | 49 | 7.55 | Europe |
| Hungary | -1.02 | 50 | 5.66 | Europe |
| Russian Federation | -1.14 | 51 | 3.77 | Europe |
| Netherlands | -1.52 | 53 | 0.00 | Europe |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Pretax Income
(Aircraft Engines and Engine Parts Manufacturing)

| Countries in Asia | Value (\$K/employee) | Rank | Percentile |
|-------------------|----------------------|-----------|--------------|
| South Korea | 21.96 | 1 | 96.15 |
| Papua New Guinea | 11.73 | 2 | 92.31 |
| Hong Kong | 11.34 | 3 | 88.46 |
| Singapore | 9.99 | 4 | 84.62 |
| India | 9.80 | 5 | 80.77 |
| Malaysia | 9.40 | 6 | 76.92 |
| Macau | 9.07 | 7 | 73.08 |
| Cambodia | 7.44 | 8 | 69.23 |
| Brunei | 7.19 | 9 | 65.38 |
| Laos | 7.17 | 10 | 61.54 |
| Japan | 6.67 | 11 | 57.69 |
| Vietnam | 6.51 | 12 | 53.85 |
| China | 6.17 | 13 | 50.00 |
| Thailand | 5.89 | 14 | 46.15 |
| Bangladesh | 5.58 | 15 | 42.31 |
| Bhutan | 5.31 | 16 | 38.46 |
| Mongolia | 5.25 | 17 | 34.62 |
| Nepal | 4.75 | 18 | 30.77 |
| North Korea | 4.22 | 19 | 26.92 |
| Taiwan | 2.88 | 20 | 23.08 |
| Sri Lanka | 1.75 | 21 | 19.23 |
| Burma | 1.39 | 22 | 15.38 |
| Philippines | 1.38 | 23 | 11.54 |
| Indonesia | 1.33 | 24 | 7.69 |
| Maldives | 1.22 | 25 | 3.85 |
| Seychelles | -1.06 | 26 | 0.00 |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Income Taxes

| Countries | Value (\$K/employee) | Rank | Percentile | Region |
|--------------------|----------------------|-----------|--------------|-----------------|
| Pakistan | 8.97 | 1 | 98.11 | the Middle East |
| Greece | 6.08 | 2 | 96.23 | Europe |
| South Korea | 5.73 | 3 | 94.34 | Asia |
| Czech Republic | 5.42 | 4 | 92.45 | Europe |
| Norway | 5.11 | 5 | 90.57 | Europe |
| Argentina | 5.05 | 6 | 88.68 | Latin America |
| Germany | 4.18 | 7 | 86.79 | Europe |
| France | 3.78 | 8 | 84.91 | Europe |
| USA | 3.60 | 9 | 83.02 | North America |
| India | 3.46 | 10 | 81.13 | Asia |
| Sweden | 3.45 | 11 | 79.25 | Europe |
| Denmark | 3.35 | 12 | 77.36 | Europe |
| Switzerland | 3.34 | 13 | 75.47 | Europe |
| the United Kingdom | 3.13 | 14 | 73.58 | Europe |
| Brazil | 3.12 | 15 | 71.70 | Latin America |
| Japan | 3.07 | 16 | 69.81 | Asia |
| Mexico | 3.04 | 18 | 66.04 | Latin America |
| Luxembourg | 2.89 | 19 | 64.15 | Europe |
| Italy | 2.79 | 21 | 60.38 | Europe |
| Australia | 2.65 | 22 | 58.49 | Oceania |
| Finland | 2.51 | 23 | 56.60 | Europe |
| Canada | 2.50 | 24 | 54.72 | North America |
| Malaysia | 2.37 | 25 | 52.83 | Asia |
| Austria | 2.03 | 26 | 50.94 | Europe |
| Singapore | 1.72 | 27 | 49.06 | Asia |
| Belgium | 1.61 | 28 | 47.17 | Europe |
| New Zealand | 1.51 | 29 | 45.28 | Oceania |
| Hong Kong | 1.48 | 30 | 43.40 | Asia |
| Chile | 1.47 | 31 | 41.51 | Latin America |
| Spain | 1.36 | 32 | 39.62 | Europe |
| Turkey | 1.28 | 33 | 37.74 | the Middle East |
| Israel | 1.24 | 34 | 35.85 | the Middle East |
| Ireland | 1.23 | 35 | 33.96 | Europe |
| China | 1.20 | 36 | 32.08 | Asia |
| Taiwan | 1.03 | 37 | 30.19 | Asia |
| Portugal | 1.00 | 38 | 28.30 | Europe |
| Thailand | 0.57 | 39 | 26.42 | Asia |
| Peru | 0.42 | 42 | 20.75 | Latin America |
| Philippines | 0.38 | 43 | 18.87 | Asia |
| Indonesia | 0.33 | 44 | 16.98 | Asia |
| Netherlands | 0.28 | 48 | 9.43 | Europe |
| South Africa | 0.27 | 49 | 7.55 | Africa |
| Russian Federation | 0.09 | 51 | 3.77 | Europe |
| Hungary | 0.08 | 52 | 1.89 | Europe |
| Poland | 0.07 | 53 | 0.00 | Europe |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

Income Taxes (Aircraft Engines and Engine Parts Manufacturing)

| Countries in Asia | Value (\$K/employee) | Rank | Percentile |
|-------------------|----------------------|-----------|--------------|
| South Korea | 5.73 | 1 | 96.15 |
| Macau | 4.97 | 2 | 92.31 |
| India | 3.46 | 3 | 88.46 |
| Japan | 3.07 | 4 | 84.62 |
| Brunei | 3.02 | 5 | 80.77 |
| Papua New Guinea | 2.82 | 6 | 76.92 |
| Cambodia | 2.63 | 7 | 73.08 |
| Laos | 2.53 | 8 | 69.23 |
| Malaysia | 2.37 | 9 | 65.38 |
| Vietnam | 2.30 | 10 | 61.54 |
| Bangladesh | 1.97 | 11 | 57.69 |
| Bhutan | 1.88 | 12 | 53.85 |
| Singapore | 1.72 | 13 | 50.00 |
| Nepal | 1.68 | 14 | 46.15 |
| Hong Kong | 1.48 | 15 | 42.31 |
| China | 1.20 | 16 | 38.46 |
| Taiwan | 1.03 | 17 | 34.62 |
| Thailand | 0.57 | 18 | 30.77 |
| Mongolia | 0.51 | 19 | 26.92 |
| North Korea | 0.41 | 20 | 23.08 |
| Burma | 0.38 | 21 | 19.23 |
| Philippines | 0.38 | 22 | 15.38 |
| Indonesia | 0.33 | 23 | 11.54 |
| Sri Lanka | 0.30 | 24 | 7.69 |
| Maldives | 0.30 | 25 | 3.85 |
| Seychelles | 0.09 | 26 | 0.00 |

Source: Philip M. Parker, Professor, INSEAD, copyright 2004

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 exhibition 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://cnsm.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 production 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

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Office of Business Affairs
2201 C Street N.W.
Washington, D.C. 20520
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Overseas Private Investment Corporation
1100 New York Avenue, N.W.
Washington, D.C. 20527
Tel: 202-336-8400

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