

**FIGURE 1**  
**A.T. Kearney Global Services Location Index 2005**

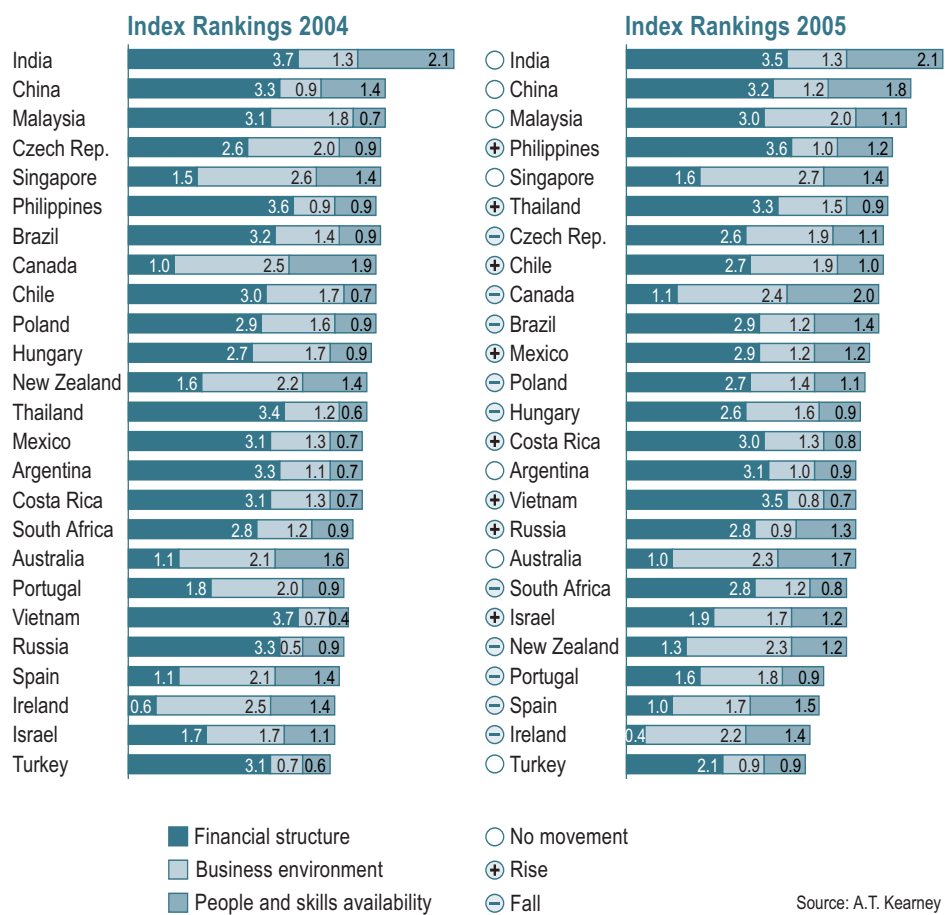
Rank	Country	Financial structure	People and skills availability	Business environment	Total score
1	India	3.47	2.14	1.26	<b>6.87</b>
2	China	3.21	1.76	1.17	<b>6.14</b>
3	Malaysia	2.95	1.12	2.00	<b>6.07</b>
4	Philippines	3.58	1.16	1.05	<b>5.78</b>
5	Singapore	1.62	1.44	2.67	<b>5.73</b>
6	Thailand	3.27	0.94	1.51	<b>5.72</b>
7	Czech Republic	2.57	1.12	1.90	<b>5.58</b>
8	Chile	2.73	0.97	1.87	<b>5.58</b>
9	Canada	1.10	2.03	2.40	<b>5.52</b>
10	Brazil	2.91	1.36	1.23	<b>5.50</b>
11	United States	0.54	2.74	2.22	<b>5.49</b>
12	Egypt	3.55	0.95	0.98	<b>5.47</b>
13	Indonesia	3.51	1.06	0.89	<b>5.47</b>
14	Jordan	3.02	0.91	1.43	<b>5.35</b>
15	Bulgaria	3.29	0.86	1.11	<b>5.27</b>
16	Slovakia	2.72	0.96	1.55	<b>5.24</b>
17	Mexico	2.87	1.16	1.19	<b>5.22</b>
18	Poland	2.67	1.06	1.44	<b>5.16</b>
19	Hungary	2.61	0.88	1.63	<b>5.13</b>
20	United Arab Emirates	2.66	0.61	1.85	<b>5.12</b>
21	Costa Rica	2.96	0.79	1.34	<b>5.09</b>
22	Ghana	3.57	0.58	0.93	<b>5.08</b>
23	Argentina	3.14	0.93	0.98	<b>5.05</b>
24	Romania	3.07	0.92	1.05	<b>5.03</b>
25	Jamaica	2.92	1.01	1.10	<b>5.03</b>
26	Vietnam	3.55	0.69	0.76	<b>5.00</b>
27	Russia	2.83	1.31	0.85	<b>4.99</b>
28	United Kingdom	0.46	2.12	2.41	<b>4.99</b>
29	Australia	0.97	1.66	2.29	<b>4.91</b>
30	Tunisia	2.97	0.69	1.20	<b>4.86</b>
31	Germany	0.50	2.10	2.23	<b>4.84</b>
32	South Africa	2.76	0.81	1.24	<b>4.81</b>
33	Israel	1.86	1.22	1.67	<b>4.75</b>
34	New Zealand	1.28	1.19	2.28	<b>4.74</b>
35	France	0.40	2.24	2.05	<b>4.69</b>
36	Panama	2.90	0.65	1.10	<b>4.65</b>
37	Portugal	1.60	0.88	1.80	<b>4.28</b>
38	Spain	0.96	1.50	1.67	<b>4.12</b>
39	Ireland	0.42	1.41	2.25	<b>4.07</b>
40	Turkey	2.14	0.91	0.92	<b>3.97</b>

Note: The weight distribution for the three categories is 40:30:30. The financial structure is rated on a scale of 0 to 4, and the categories for people and skills availability, and business environment are on a scale of 0 to 3.

Source: A.T. Kearney

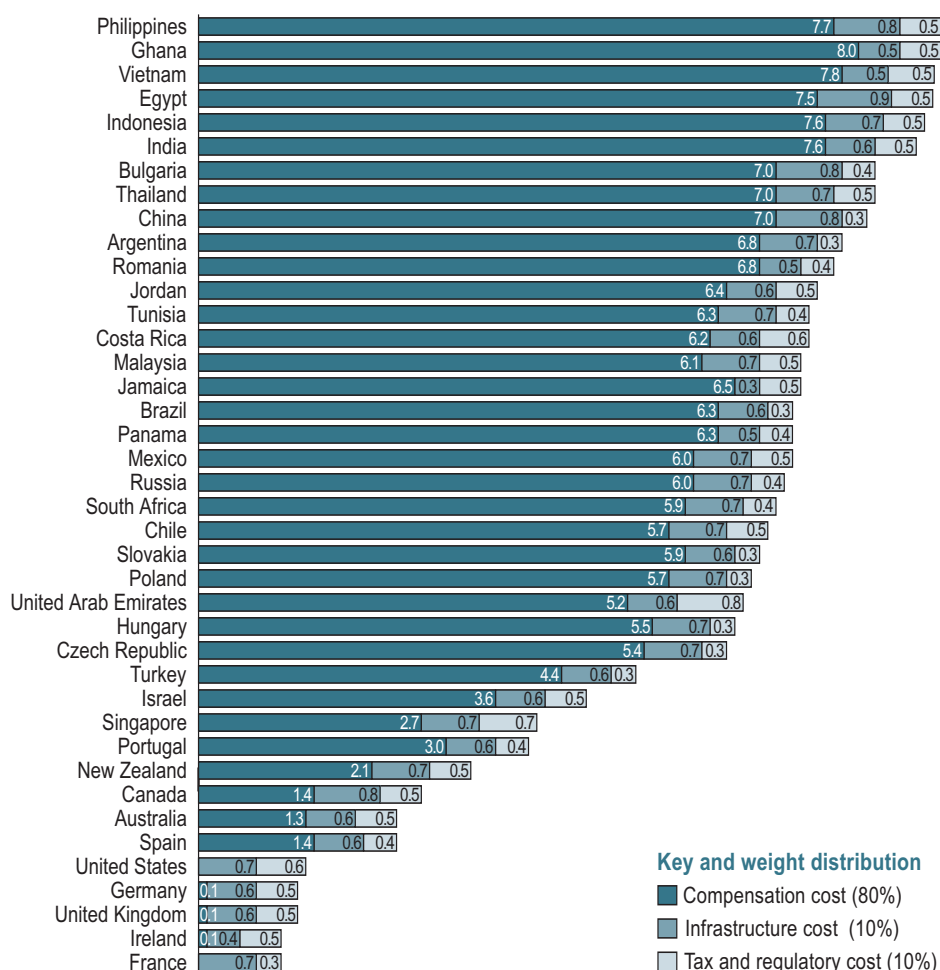
**FIGURE 2**

**Comparing the 25 countries included in both the 2004 and 2005 index**



**FIGURE 3**

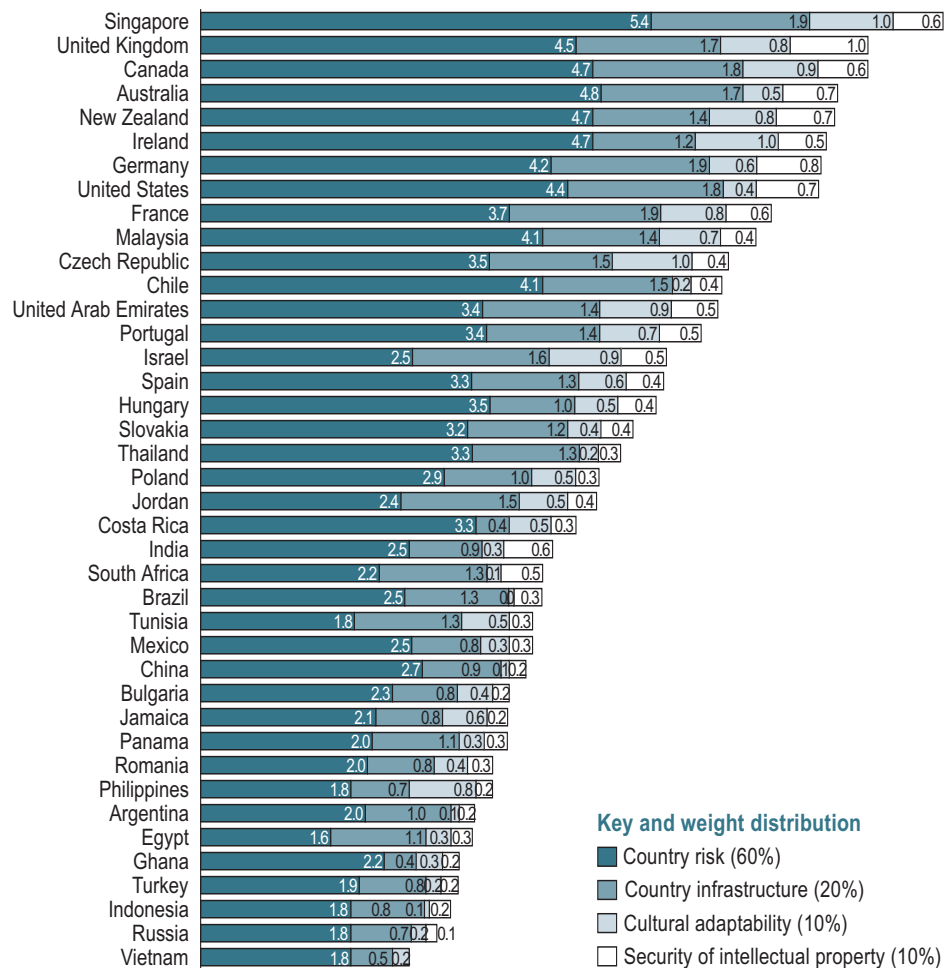
**The Philippines and Ghana tie for the top financial structure ranking**



Note: Where a category is missing, the score is zero.

Sources: CB Richard Ellis, Economist Intelligence Unit, Expedia, Forbes, International Energy Agency, International Telecommunication Union, Mercer Human Resource Consulting, and A.T. Kearney

**FIGURE 4**  
Singapore leads the business environment category

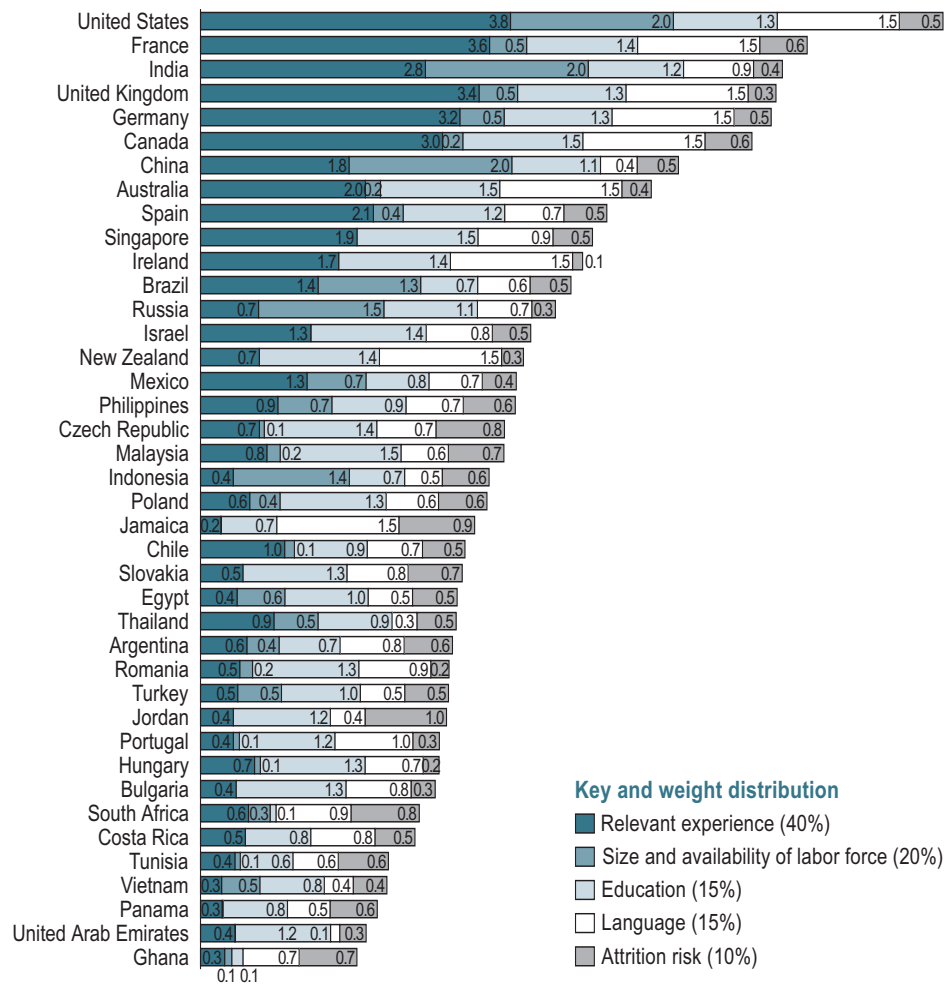


Note: Where a category is missing, the score is zero.

Sources: Business Software Alliance; Economist Intelligence Unit; International Organization for Standardization; World Bank, World Economic Forum Global Competitiveness Report; A.T. Kearney Foreign Direct Investment Index™, 2004; A.T. Kearney-Foreign Policy Globalization Index™, 2005; and A.T. Kearney analysis

**FIGURE 5**

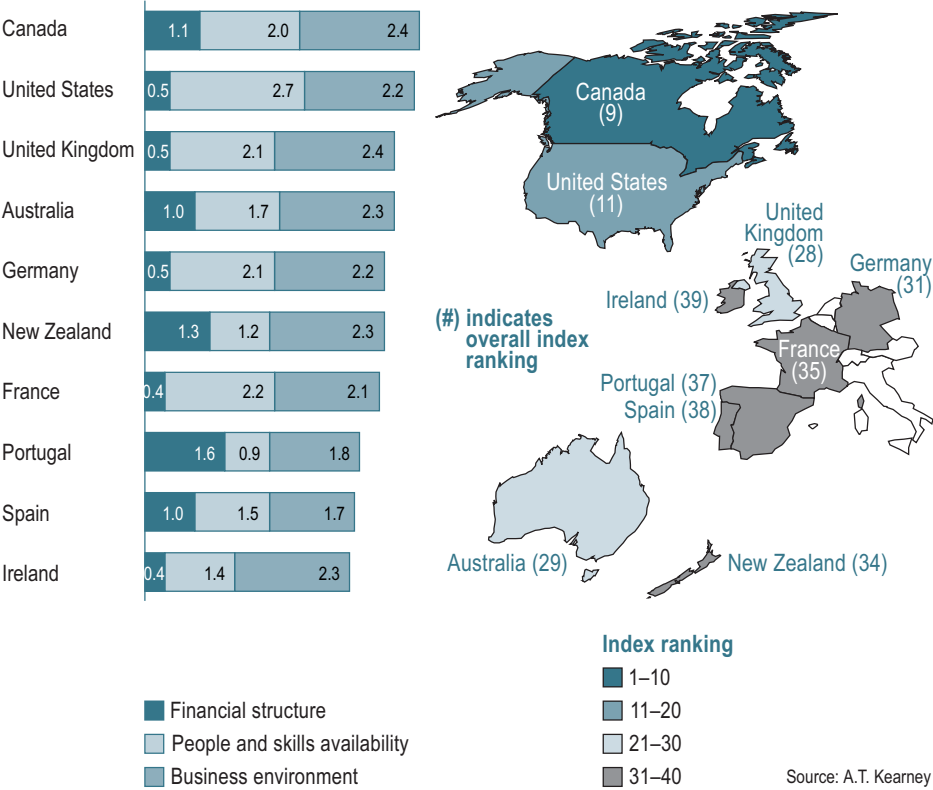
**For people and skills availability, the United States is the clear leader**



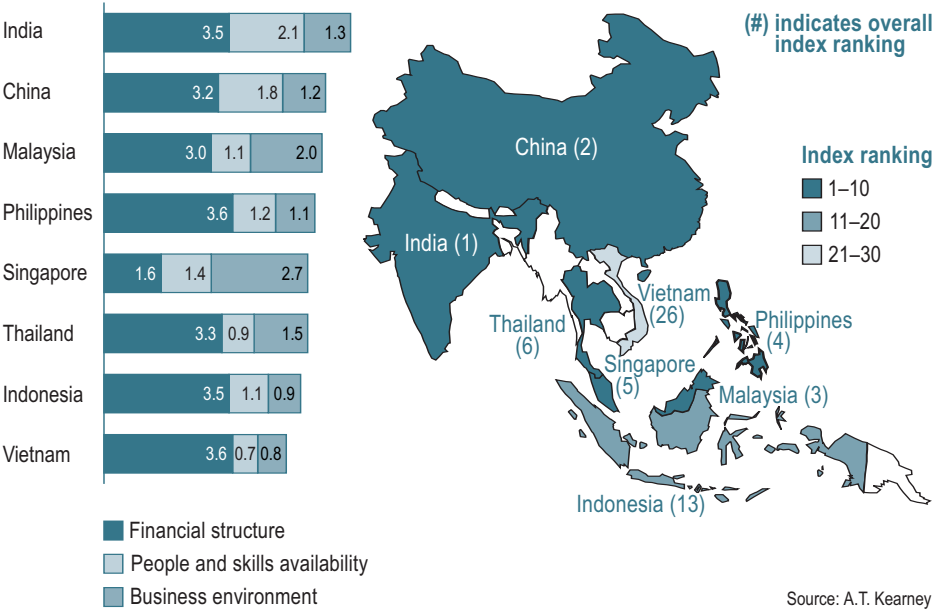
Note: Where a category is missing, the score is zero.

Sources: Carnegie Mellon, Customer Operations Performance Center, Economist Intelligence Unit, Educational Testing Services, Gartner Group, International Monetary Fund, Organization for Economic Cooperation and Development (OECD), UNESCO, World Bank, World Economic Forum Global Competitiveness Report, A.T. Kearney

**FIGURE 6**  
**Companies are choosing near- and home-shore locations to minimize risks**

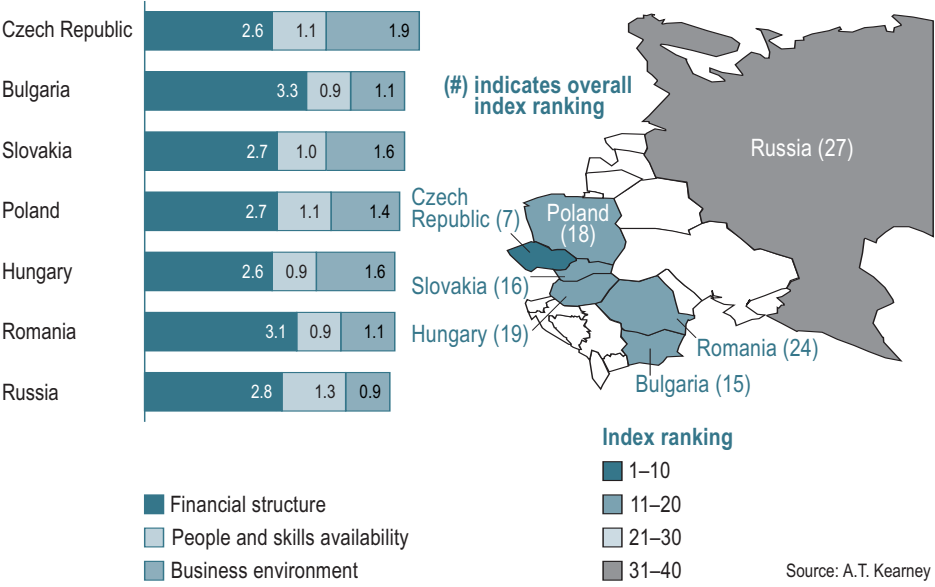


**FIGURE 7**  
**China and India dominate the region, but other countries**  
**are finding niche positions**



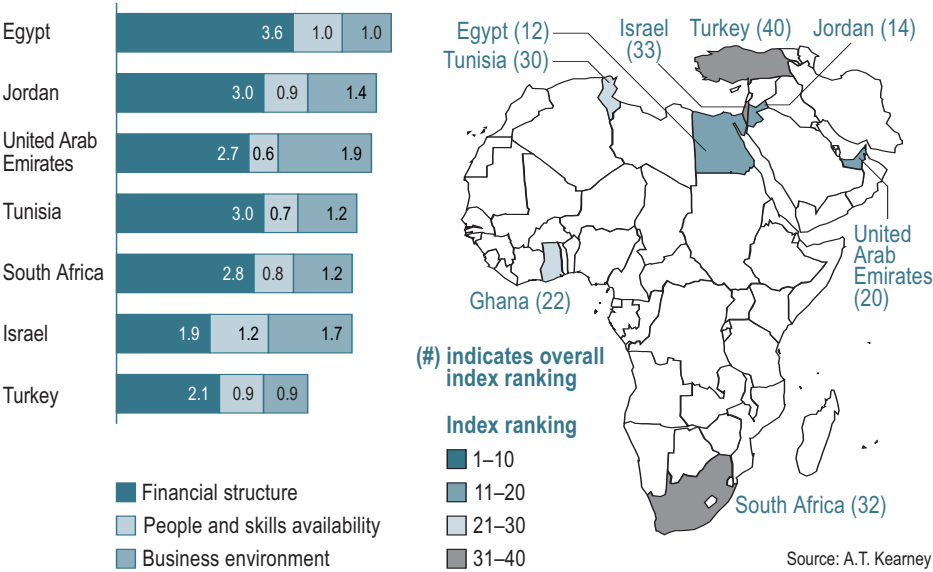
Source: A.T. Kearney

**FIGURE 8**  
**Central and Eastern Europe is an attractive region, but costs are rising**

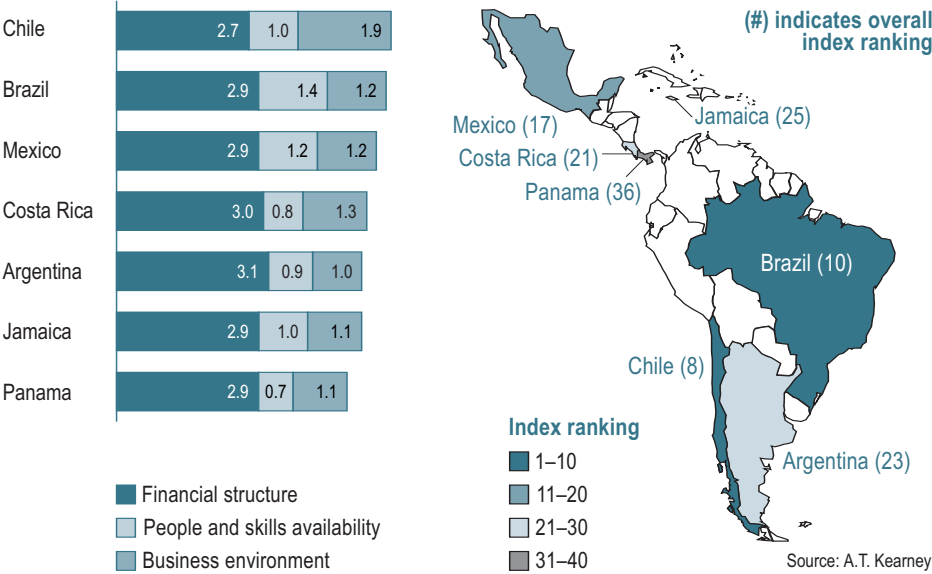




**FIGURE 9**  
**Offshoring to the Middle East and Africa increases, although regional instability poses an ongoing challenge**

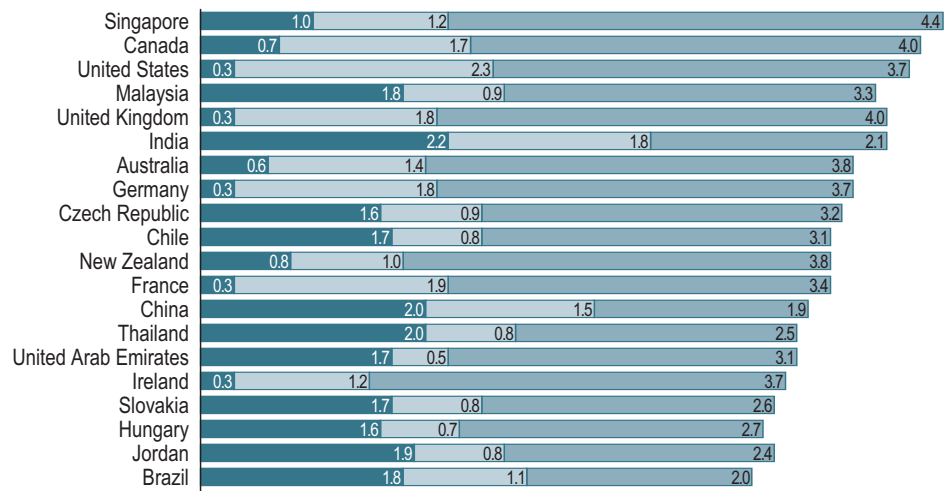


**FIGURE 10**  
**Latin America is a popular near-shore choice for U.S. companies and the growing Spanish-speaking market**



**FIGURE 11**

**When changing the weight to minimize risk, Singapore is the number one location**



**Key and weight distribution**

■ Financial structure (25%)    ■ People and skills availability (25%)    ■ Business environment (50%)

Source: A.T. Kearney

**FIGURE 12**  
**India and China keeps their top spots with cost-sensitive weightings**

