

## 2006 Competitive Alternatives Study Waterloo Region, Ontario Canada

Industry	Operation	Index rating (US=100)
<b>Manufacturing:</b>		
Aerospace	Aircraft parts	93.3
Agri-Food	Food processing**	95.0
Automotive	Auto parts	94.2
Chemicals	Specialty chemicals**	95.9
Electronics	Electronics assembly**	97.2
Medical devices	Medical device mfg	96.5
Metal components	Metal machining**	93.9
Pharmaceuticals	Pharmaceutical products**	96.1
Plastics	Plastic products**	94.1
Precision manufacturing	Precision components**	91.3
Telecommunications	Telecom equipment	97.8
Manufacturing average	(**Average of 7 operations)	<b>95.1</b>
<b>Research &amp; development:</b>		
Biotechnology	Biomedical R&D**	89.4
Clinical trials	Clinical trials management	87.2
Product testing	Electronic systems development & testing**	87.9
R&D average	(**Average of 2 operations)	<b>88.6</b>
<b>Software:</b>		
Software design	Advanced software**	93.1
Web & multimedia	Content development**	93.7
Software average	(**Average of 7 operations)	<b>93.4</b>
<b>Corporate services:</b>		
Back office/call centers	Shared services centre**	<b>95.5</b>
<b>Overall result</b>	(**Average of 12 operations)	<b>94.3</b>

This analysis is based on cost information collected primarily between July 2005 and January 2006. Taxes reflect tax rates in effect on January 1, 2006, and also incorporate any announced changes at that time to take effect at specified later dates. Exchange rates and other cost factors will, of course, change over time. Tax rates and other tax-related information are also subject to change as a result of new legislation, judicial decisions, and administrative pronouncements. The study uses an exchange rate of \$US 0.851516 to the Canadian dollar.

Competitive Alternatives is the guide to comparing business costs in North America, Europe, and Asia-Pacific. The report measures the combined impact of 27 cost components that are most likely to vary by location. The basis for comparison is the after-tax cost of startup and operation, over a ten-year time horizon. More than 2,000 individual business scenarios were examined, combing more that 30,000 items of data. For more information, visit <http://www.techtriangle.com/Publications/ResearchReports.cfm>.