

THAILAND: AUTOMOTIVE HUB OF ASIA

**DUANGJAI ASAWACHINTACHIT
DEPUTY SECRETARY GENERAL
THAILAND BOARD OF
INVESTMENT
duangjai@boi.go.th**

September 21, 2012



Thailand in Brief



Population: 65 Million
Labor Force: 39 Million

2nd largest economy
in ASEAN



Per capita GDP(2011): €3,882

Thailand is an upper middle
income country

THAILAND is the world's

- 17th largest manufacturer
- 20th largest exporter of goods
- 33th largest economy

ECONOMIC PROJECTIONS 2011-13

Economic Projections	2011	2012	2013
1) GDP growth (percent y-o-y)	0.1	5.7	5.0
2) Export, FOB value (percent y-o-y)	16.4	7.0	10.8
3) Import, CIF value (percent y-o-y)	24.7	14.0	10.1
4) Trade account (billion US. dollar)	23.5 (€18.3 bn)	11.0 (€8.6 bn)	13.7 (€10.7 bn)
5) Current account (billion US. dollar)	12.3 (€9.9 bn)	-0.4 (-€0.3 bn)	0.4 (€0.3 bn)

Source: Bank of Thailand, Inflation Report July 2012 as of Aug 3, 2012

Note: US\$1=Bt31.29 and €1=Bt40.16 in Q2, 2012

THAILAND'S TOP 10 EXPORTS IN 2009 – 2012 (JAN-JUL)

Unit: €Billion

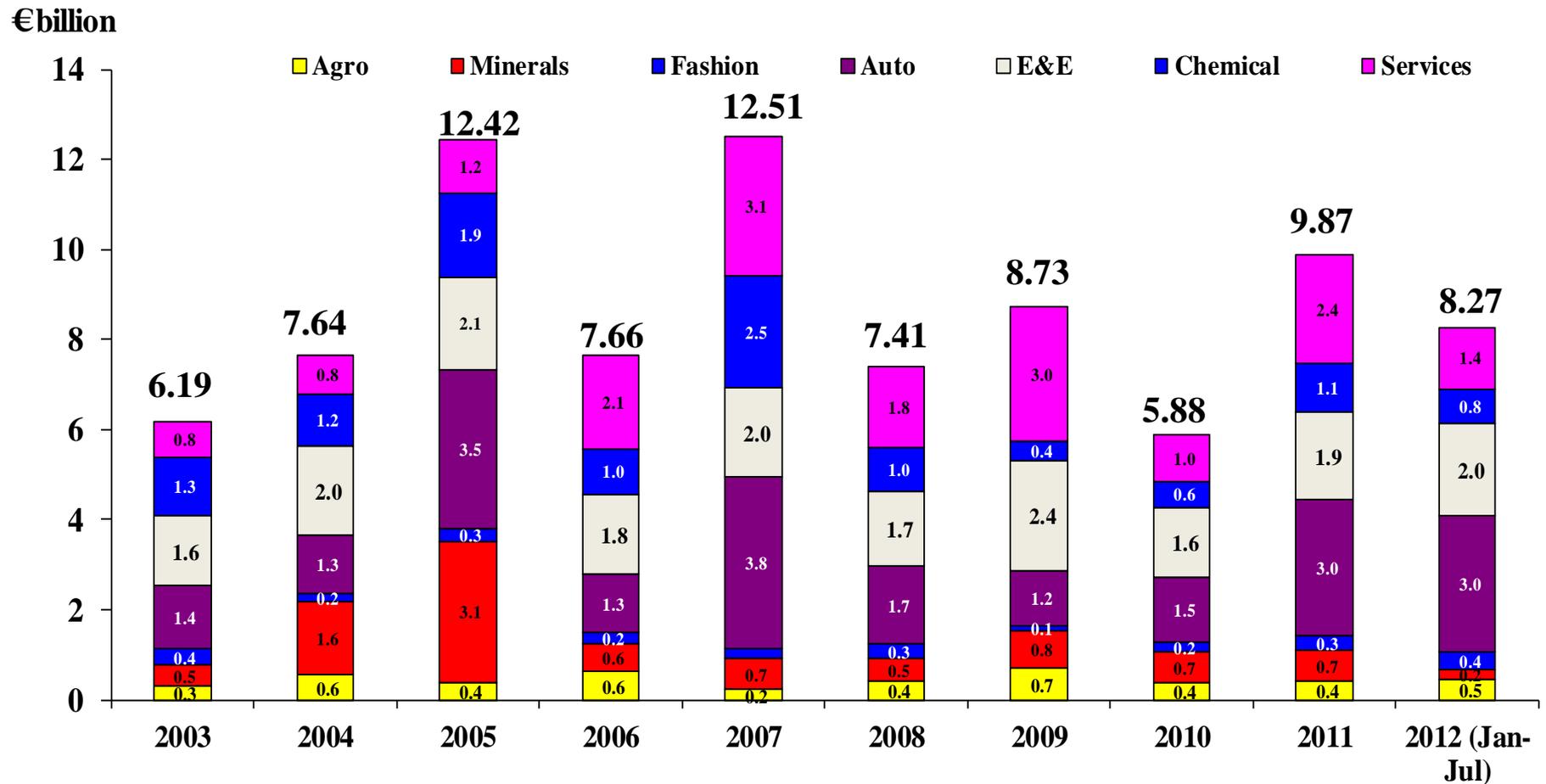
	2009	2010	2011	2011 (Jan-Jul)	2012 (Jan-Jul)	Growth (yoy)
Motor cars, parts and accessories	9.4	14.0	12.7	7.8	9.6	23.06
Automatic data processing machines and parts thereof	13.6	14.9	12.8	8.0	8.8	9.89
Refine fuels	5.3	6.1	7.6	3.9	5.8	48.09
Precious stones and jewellery	8.3	9.1	9.2	6.1	5.2	-13.48
Rubber	3.6	6.2	9.5	5.6	4.2	-26.09
Polymers of ethylene, propylene, etc in primary forms	3.8	5.0	6.6	3.9	3.8	-1.95
Chemical products	3.8	4.5	6.2	3.6	3.8	6.24
Rubber products	3.8	5.1	6.3	3.5	3.8	6.86
Electronic integrated circuits	5.5	6.4	5.9	3.7	2.9	-21.55
Machinery and parts thereof	2.8	3.8	4.6	2.4	2.8	13.90
Others	69.4	78.7	85.5	50.7	50.8	0.17
Total	129.3	153.8	167.0	99.3	101.5	2.21

 **Unbeatable Thailand,**
Unparalleled Opportunities



Source: MOC, as of September 5, 2012 Note: €1=Bt40.16 in Q2, 2012

NET FOREIGN APPLICATIONS 2003-2012 (JAN-JULY) BY SECTOR

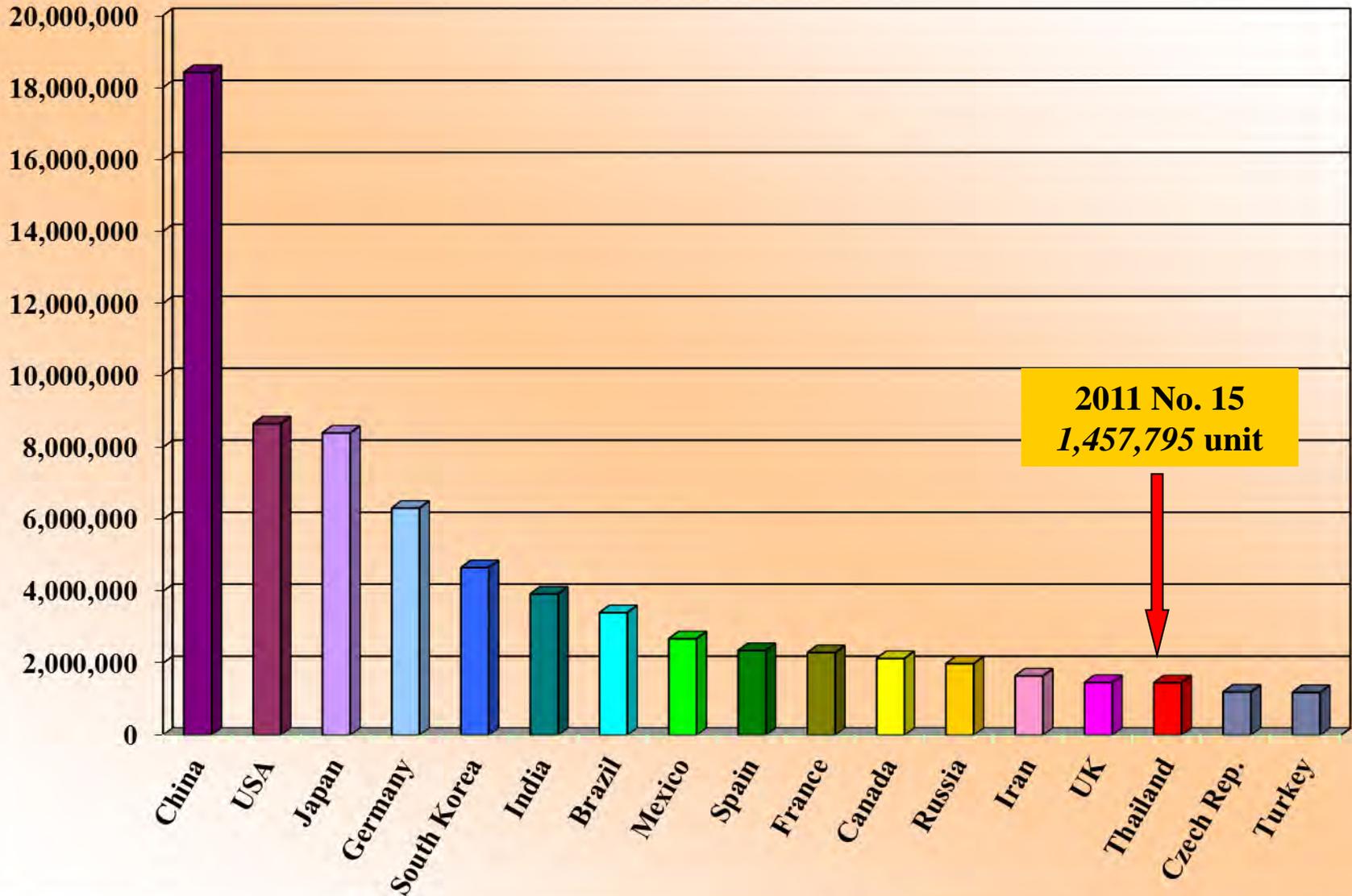


Source: BOI, as of Aug 10, 2012 Note: €1=Bt40.16 in Q2, 2012

Automotive Industry: present situation and future trends

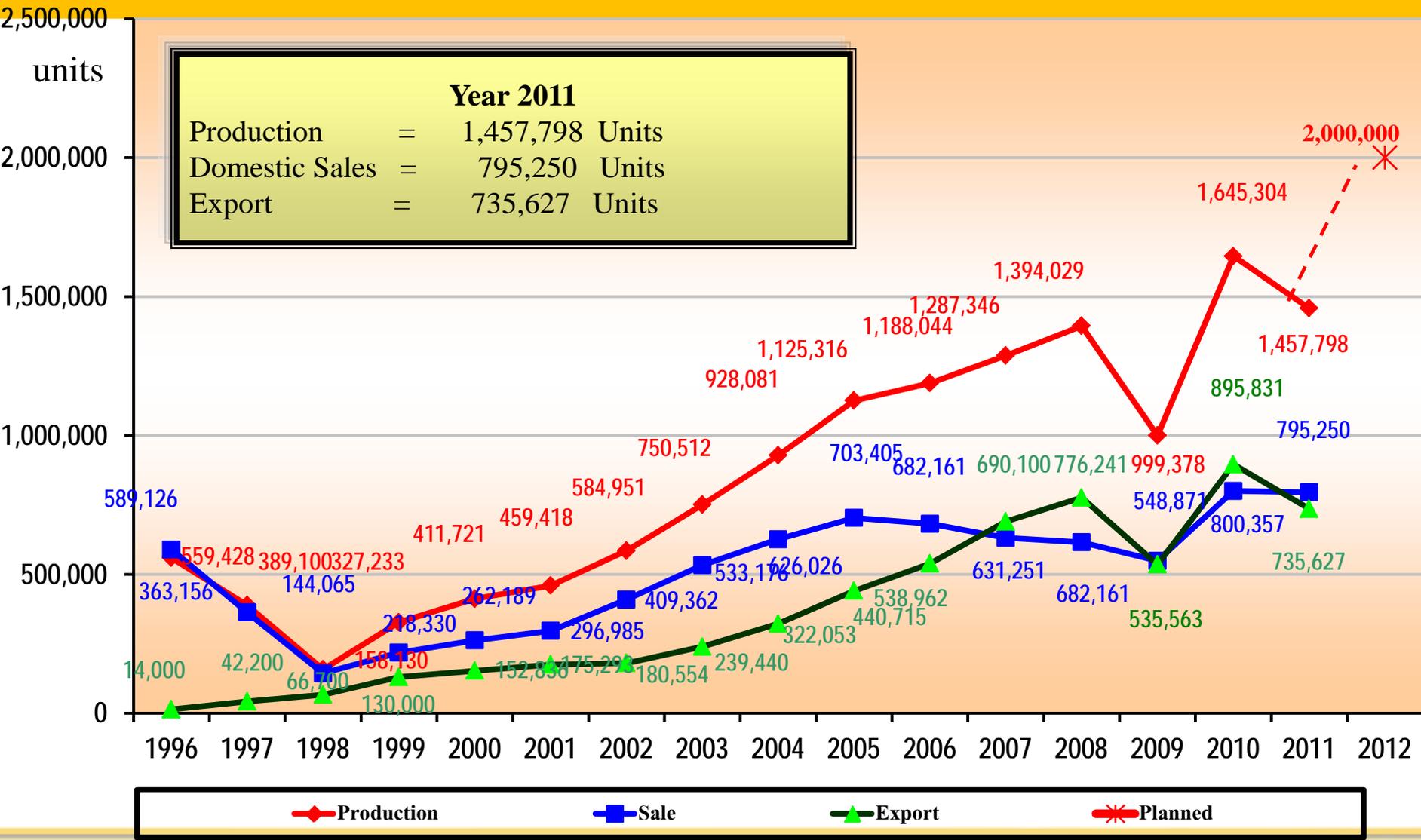
Thailand Ranked #15

2011 Automobile Production



Thailand Automotive Industry Growth

Year 2011
 Production = 1,457,798 Units
 Domestic Sales = 795,250 Units
 Export = 735,627 Units



◆ Production
 ■ Sale
 ▲ Export
 ✱ Planned

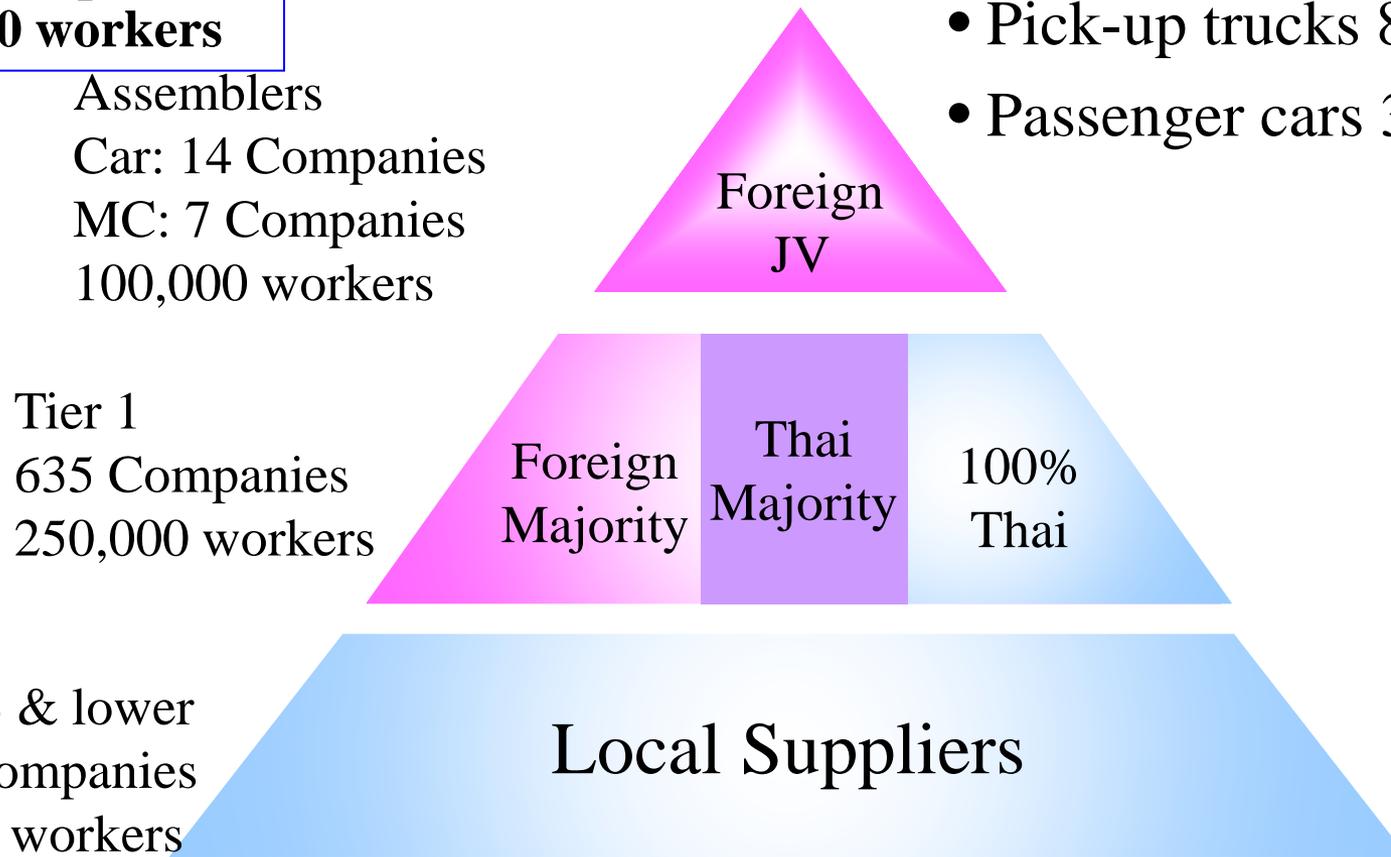
Structure of Thailand Automotive Industry

Total
2,355 companies
525,000 workers

Assemblers
Car: 14 Companies
MC: 7 Companies
100,000 workers

High Local Content

- Pick-up trucks 80-90%
- Passenger cars 30-70%



Top 100 Global Suppliers 2010 Present in Thailand

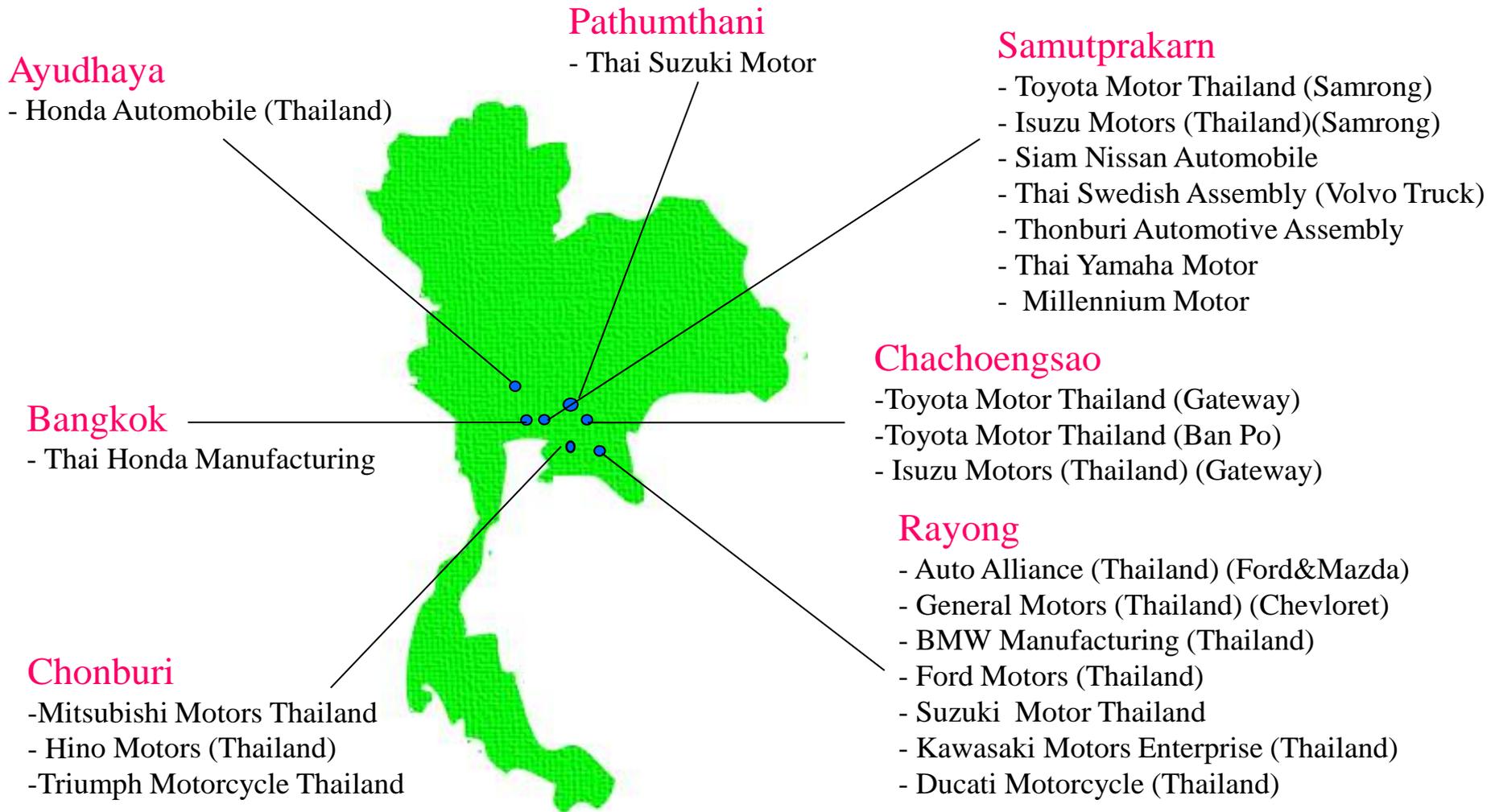
Japanese Global Suppliers

2. Denso	46. Bridgestone
4. Aisin Seiki	49. Tokai Rika
13. Yazaki	57. Showa
15. Sumitomo	61. Mitsuba
16. Toyota Boshoku	66. Asahi Glass
18. Calsonic Kansei	72. Stanley
19. JTEKT	74. Akebono Brake
20. Hitachi	82. Sanden
28. Toyota Gosei	84. F-Tech
33. NTN	92. Alpine
34. NSK	94. Pioneer
35. Mitsubishi	98. Omron
39. NHK Spring	
40. Koito	
41. TS Tech	
43. Takata	
	28/29 Companies

Other Global Suppliers

1. Robert Bosch	44. Federal-Mogul
3. Continental	47. Michelin
6. Faurecia	50. GKN Driveline
7. Johnson Control	52. Goodyear
8. ZF	56. Grupo Antolin
11. TRW	58. Bayer
12. Delphi	59. TI Automotive
14. Lear	65. Draexlmaier
17. BASF	67. American Axle
21. Valeo	73. Rieter Auto.
22. Visteon	84. F-Tech
23. Autoliv	86. Hayes Lammerz
25. Mahle	93. 3M
27. Dana	
31. Borg Warner	
36. Teneco	
	29/71 companies

Mapping of Automotive Assemblers



Mapping of Auto Parts Manufacturers

Pathumthani

Total suppliers: 39

Body Parts: 18%,

Engine Parts; Electrical Parts: 13% each,

Suspension & Brake Parts: 10%,

Drive, Transmission & Steering Parts; Accessories: 8% each,

Other: 31%

Bangkok

Total suppliers: 232

Body Parts: 9%, Engine Parts; Electrical

Parts; Drive, Transmission & Steering

Parts; Accessories: 6% each

Suspension & Brake Parts: 4%,

Mold & Die: 3%,

Other: 60%

Samutprakarn

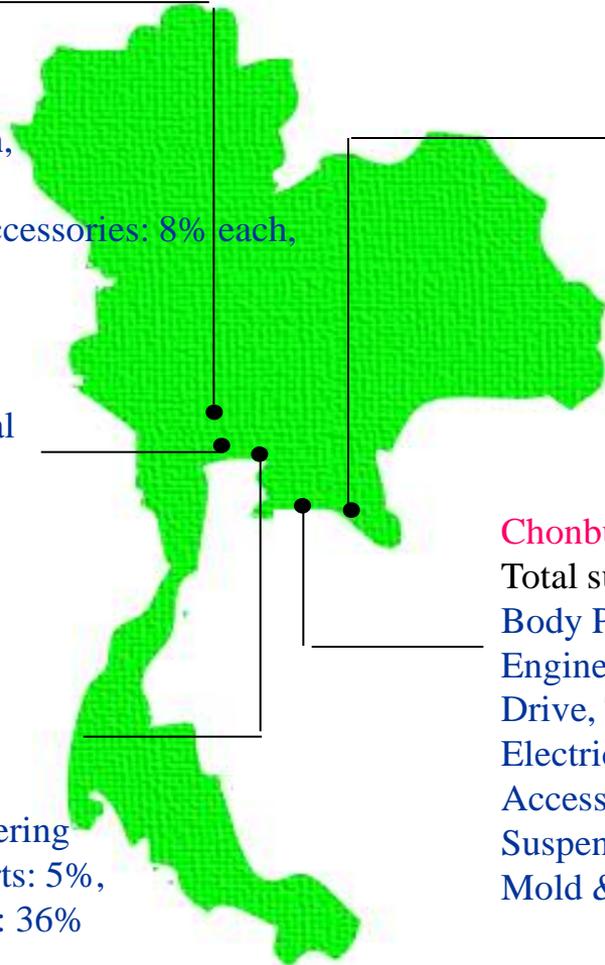
Total suppliers: 158

Body Parts: 22%, Electrical Parts: 15%,

Engine Parts; Drive, Transmission & Steering

Parts: 8% each, Suspension & Brake Parts: 5%,

Mold & Die: 4%, Accessories: 3%, Other: 36%



Rayong

Total suppliers: 41

Body Parts: 24%,

Engine Parts; Drive, Transmission & Steering Parts: 15% each,

Suspension & Brake Parts: 12%,

Electrical Parts: 10%,

Accessories: 7%,

Mold & Die: 2%,

Other: 15%

Chonburi

Total suppliers: 55

Body Parts: 25%,

Engine Parts: 22%,

Drive, Transmission & Steering Parts: 15%,

Electrical Parts: 9%,

Accessories: 5%,

Suspension & Brake Parts: 4%,

Mold & Die: 4%, Other: 16%

Map of basic infrastructure sites and industrial parks in and around Bangkok

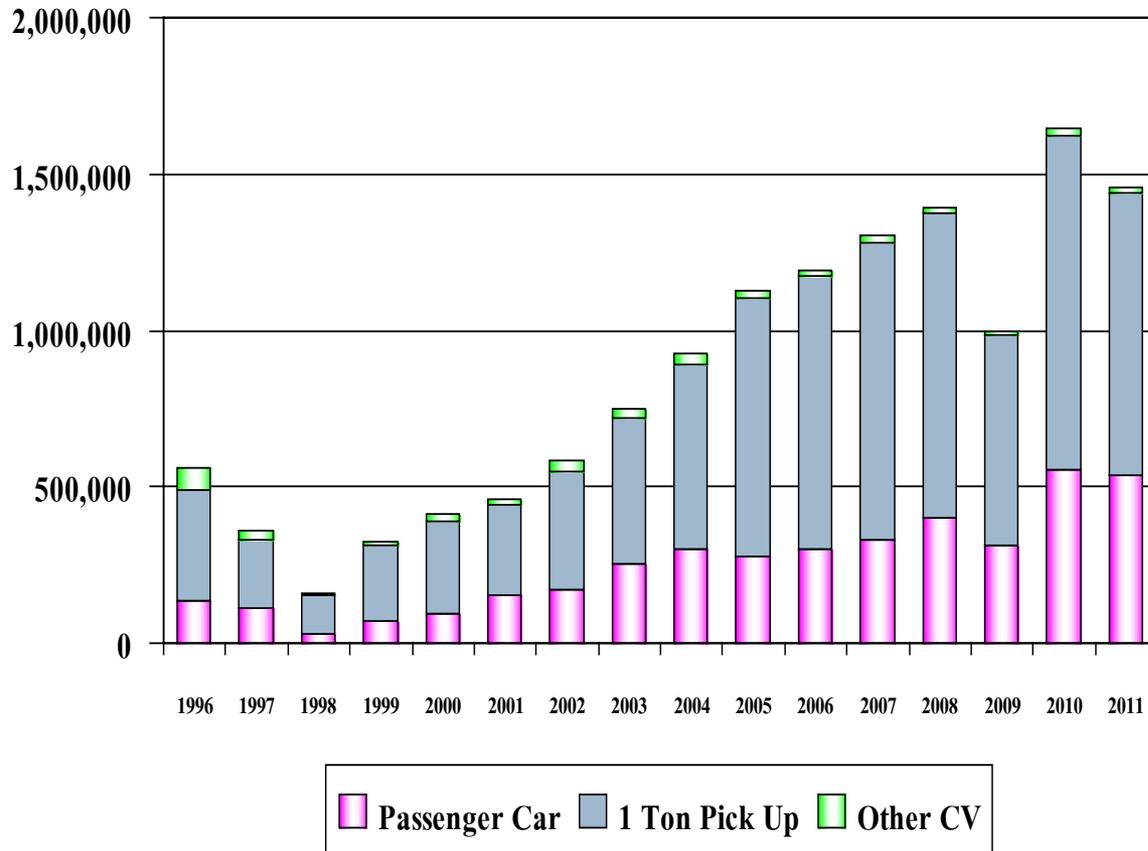


-  304 Industrial Park
-  Amata Industrial Estate
-  Asia Industrial Estate
-  Gateway City Industrial Estate
-  Hemaraj Land and Development PLC
-  Laem Chabang Industrial Estate
-  Map Ta Phut Industrial Estate
-  Padaeng Industrial Estate
-  Ping Thong Industrial Estate
-  Rojana Industrial Park
-  Wellgrow Industrial Estate
-  International School & University
-  Golf Course
-  Hospital

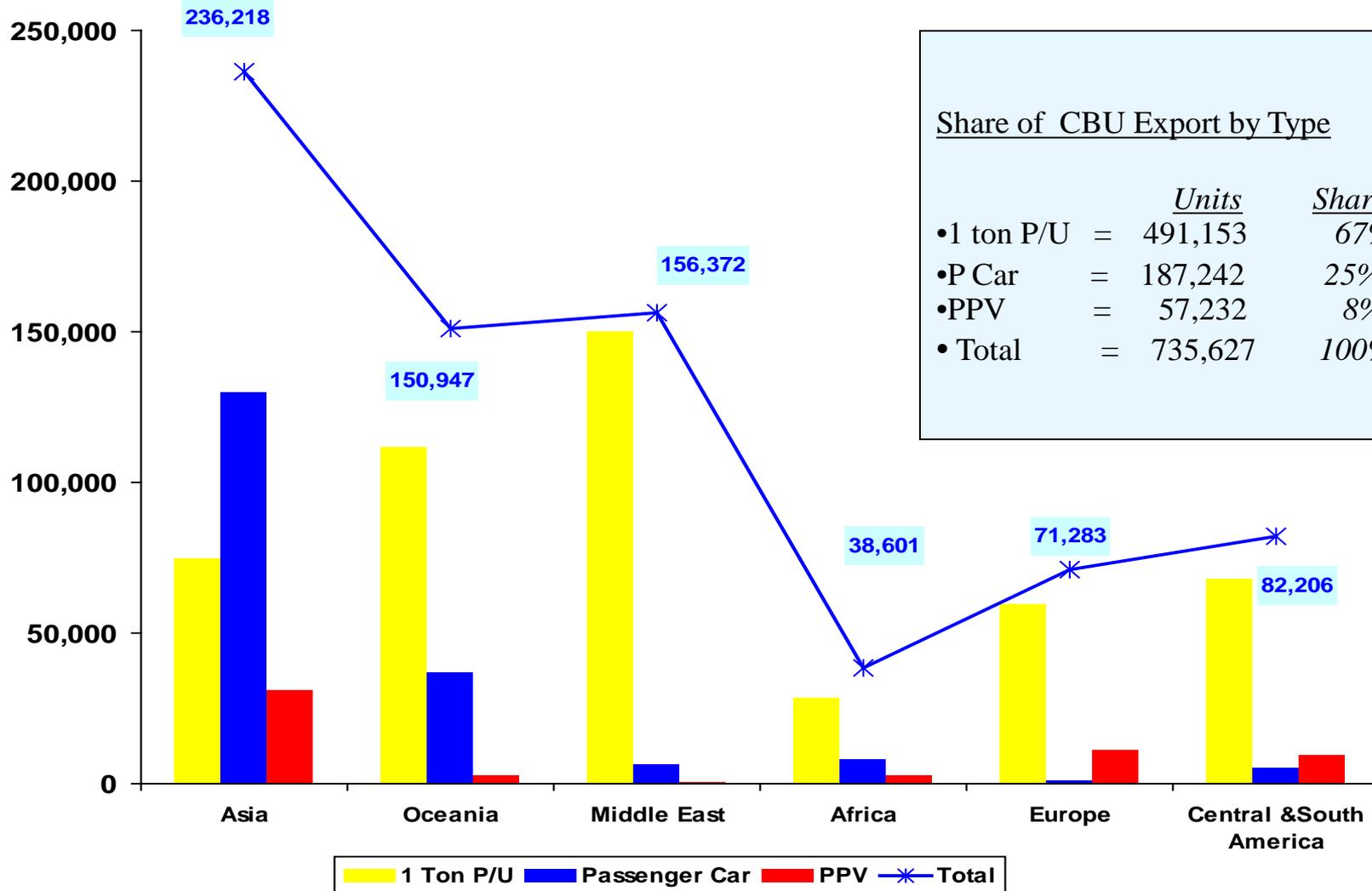
Vehicle Production

Production Characteristic

- 1 ton pick-up truck is a major product :
71% → 62%
- Passenger car production is growing :
23% → 37%
- Fast recovery in 2010 surpassing 2008
- Strong growth in 2012



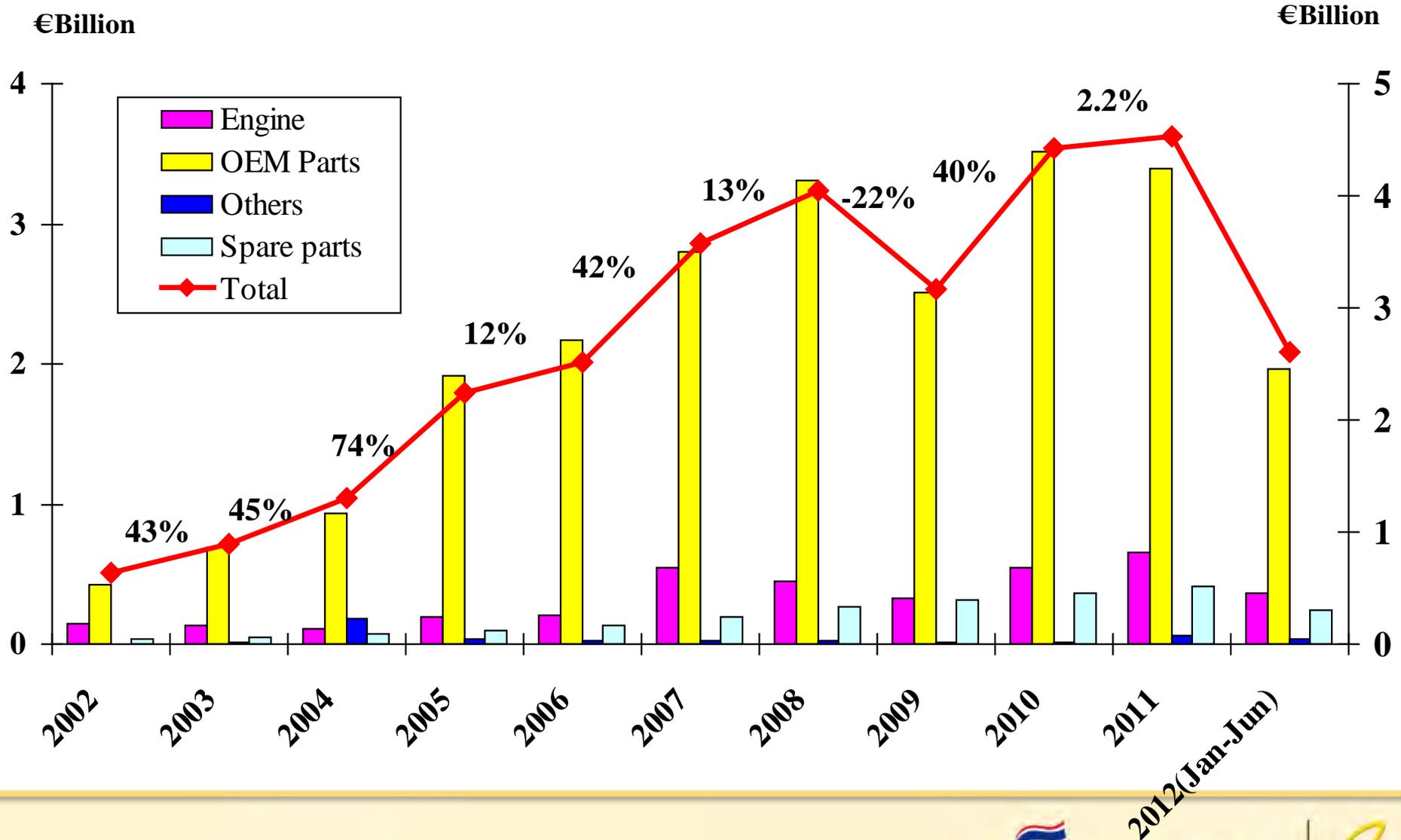
CBU Export by Region 2011



Share of CBU Export by Type

	<i>Units</i>	<i>Share</i>
• 1 ton P/U	= 491,153	67%
• P Car	= 187,242	25%
• PPV	= 57,232	8%
• Total	= 735,627	100%

VEHICLE PARTS EXPORTS, 2002 –2012 (JAN-JUN)



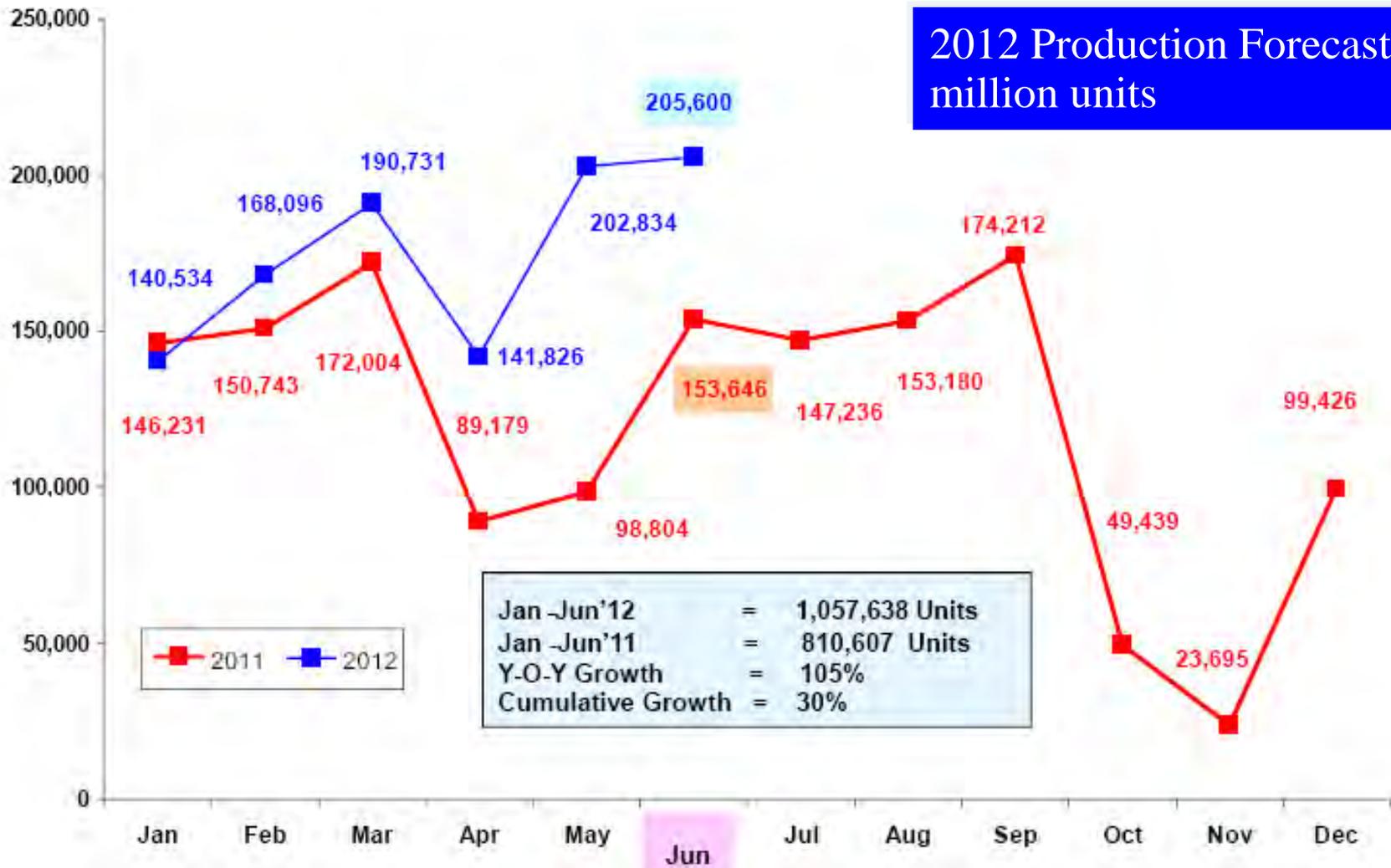
Automobile Production Capacity 2012

Factory	Passenger Car	Pick Up Truck	Others	Total
Toyota	250,000	450,000	-	700,000
Mitsubishi	150,000	250,000	-	400,000
Auto Alliance	150,000	150,000	-	300,000
Nissan	140,000	100,000	-	240,000
Honda	240,000	-	-	240,000
Isuzu	-	200,000	20,000	220,000
Ford	200,000	-	-	200,000
General Motor	40,000	120,000	-	160,000
Suzuki	135,000	-	-	135,000
Others	50,000	10,000	20,000	80,000
Total	1,355,000	1,280,000	40,000	2,675,000

Existing Automotive Hubs in Thailand

	Production Hub	R & D Hub	Regional Head Office
Toyota	Toyota Motor Thailand (for Asia, Oceania, Africa , EU, Central & South America Market)	Toyota Motor Asia Pacific Engineering & Manufacturing (for Asia Pacific)	Toyota Motor Asia Pacific Engineering & Manufacturing (for Asia Pacific)
Honda	Honda Automobile (Thailand) (for Asia, Oceania, Africa, EU, Central & South America Market)	Honda R&D Asia Pacific (for Asia Pacific)	Asian Honda Motor (for Asia (except China and Japan) and Oceania)
Nissan	Nissan Motor (Thailand) (for Asia, Oceania, Africa, EU, Central & South America Market)	Nissan Technical Center Southeast Asia (for ASEAN)	Nissan Motor (Thailand) (for ASEAN)
Isuzu	Isuzu Motor (Thailand), Tri Retch Isuzu Sales & Isuzu Operation (Thailand) (for Asia, Oceania, Africa, EU, Central & South America Market)	ISUZU Technical Center of Asia (for Southeast Asia)	-
Mitsubishi	Mitsubishi Motor (Thailand) (for Asia, Oceania, EU, Central & South America Market)	-	-

Car Production in 2012 (Jan-Jun)



Source: Thailand Automotive Institute

Estimated Production Capacity

	2012	Investment	2015
Toyota	700,000	200,000	900,000
Ford & Mazda	500,000	-	500,000
Mitsubishi	400,000	100,000	500,000
Isuzu	220,000	100,000	320,000
Honda	240,000	-	240,000
Nissan	240,000	-	240,000
Suzuki	135,000	65,000	200,000
GM	160,000	-	160,000
Others	80,000	-	80,000
TOTAL	2,675,000	465,000	3,140,000

ECO CAR

Company	Capacity (units/year)	Launch	Model
Nissan	120,000	March 2010 October 2011	March Almera
Honda	120,000	Q4 2010	Brio
Suzuki	138,000	March 2012	New Swift
Mitsubishi	200,000	March 2012	Mirage
Toyota	100,000	Q1 2013	
Total	678,000		

Note: Eco car specifications-emission standard EURO IV & CO₂ ≤ 120 g/km, Energy - 5 liters/100 kms, Crash safety UNECE R94&95

“Eco Car”- Thailand’s 2nd Product Champion

Emission Standard:
EURO IV & CO₂ ≤ 120g/km.

Energy Saving:
5 liters/100 km.

incl. Hybrid, Alter. Fuel

Crash Safety:
UN ECE R94&95



Automotive Industry - New Model Production in Thailand

Brand	2012	2013	2014
Toyota	Camry Yaris Eco Car	Corolla	Hilux
Isuzu		D-Max RF 10 to replace MU 7	
Honda	Jazz Hybrid CRV	Accord Brio Sedan	Jazz City
Ford	Focus Everest		
Mazda			Mazda 2
Chevrolet	Colorado SUV Aveo T300		
Mitsubishi	Eco Car Hatchback	Eco Car Sedan	Triton (E3)
Nissan		New compact sedan to replace Tiida	Navara
Suzuki	Eco Car	New small car	

Automotive Industry - Production Forecast

- **Ford/AAT: A 219% increase in 2017 compared with 2011.**

MANUFACTURER	MODEL	2011	2012	2013	2014	2015	2016	2017
Ford Group	Ecosport	0	0	11,771	20,532	23,801	22,623	24,871
	Focus	0	14,722	19,975	22,240	22,023	25,271	26,481
	Ford B MPV	0	0	0	0	10,471	20,353	22,144
	Mondeo	0	0	1,397	4,336	4,851	5,823	6,225
Ford Group Total		0	14,722	33,143	47,108	61,146	74,070	79,721
Auto Alliance	Everest	7,235	4,742	7,400	8,153	8,406	9,110	9,801
	Fiesta	46,959	68,678	67,688	65,260	73,007	78,911	83,926
	Ranger (Asia)	63,294	67,730	71,868	75,928	77,992	82,273	84,606
Auto Alliance Total		117,488	141,150	146,956	149,341	159,405	170,294	178,333
Grand Total		117,488	155,872	180,099	196,449	220,551	244,364	258,054

- **GM: A 374% increase in 2017 compared with 2011.**

MANUFACTURER	MODEL	2011	2012	2013	2014	2015	2016	2017
General Motors Group	Aveo	10,532	5,683	0	0	0	0	0
	Captiva	9,743	12,636	12,416	15,966	19,859	19,839	21,017
	Chevrolet MF	0	819	6,109	6,705	5,933	7,534	8,254
	Colorado	10,753	69,258	86,548	96,439	103,466	118,402	126,326
	Cruze	8,979	9,893	17,916	17,559	19,435	21,203	22,476
	D-Max	25,694	0	0	0	0	0	0
	Optra	0	0	0	0	0	0	0
	Sonic	0	5,157	9,503	9,987	10,352	10,830	11,260
	Trailblazer	0	21,001	45,790	47,076	49,049	54,478	56,958
General Motors Group Total		65,701	124,447	178,282	193,732	208,094	232,286	246,291

Automotive Industry - Production Forecast

- **Toyota: A 195% increase in 2017 compared with 2011.**

MANUFACTURER	MODEL	2011	2012	2013	2014	2015	2016	2017
Toyota Group	Camry	23,048	32,830	27,911	28,544	29,823	31,167	33,348
	Corolla	49,276	75,733	66,850	66,957	66,923	69,045	74,095
	Dutro	152	176	105	159	112	116	133
	EFC (Asean)	0	0	71,671	136,611	150,080	166,203	177,751
	Fortuner	19,418	39,986	46,699	50,558	55,675	56,487	47,871
	Hiace/Hiace Regius	0	3,502	31,814	33,961	34,480	33,626	35,418
	Hilux	318,507	438,301	470,157	498,239	535,419	565,159	605,532
	Prius	7,972	9,075	5,510	5,838	5,800	6,220	6,498
	Vios	73,080	94,012	50,637	0	0	0	0
	Wish	0	0	0	0	0	0	0
	Yaris	24,512	24,615	24,513	23,677	25,520	25,984	28,286
Toyota Group Total		515,965	718,230	795,867	844,544	903,832	954,007	1,008,932

- **NOTES:**

- Very significant increases in production are planned.
- Many new “Passenger Car” models are included in these plans, providing a range of new opportunities for suppliers.

Opportunities: Components Needed in Thailand

- ✓ Automatic Transmissions
- ✓ Continuously Variable Transmissions (CVT)
- ✓ Traction motors for automobiles
 - ✓ e.g. hybrid or fuel cell cars
- ✓ Regenerative Braking System
- ✓ Electronic Stability Control (ESC)
- ✓ Automotive Electronics



ASEAN –Compelling Opportunity

Members: 10 countries (Brunei, Cambodia, Indonesia, Laos, Malaysia, Myanmar, Philippines, Singapore, Thailand, Vietnam)

GDP Growth: >5%

Car Population: 26 million

No of Cars/1,000 per: less than 50

ASEAN- TO BE THE WORLD'S 8TH LARGEST AUTOMOTIVE MARKET

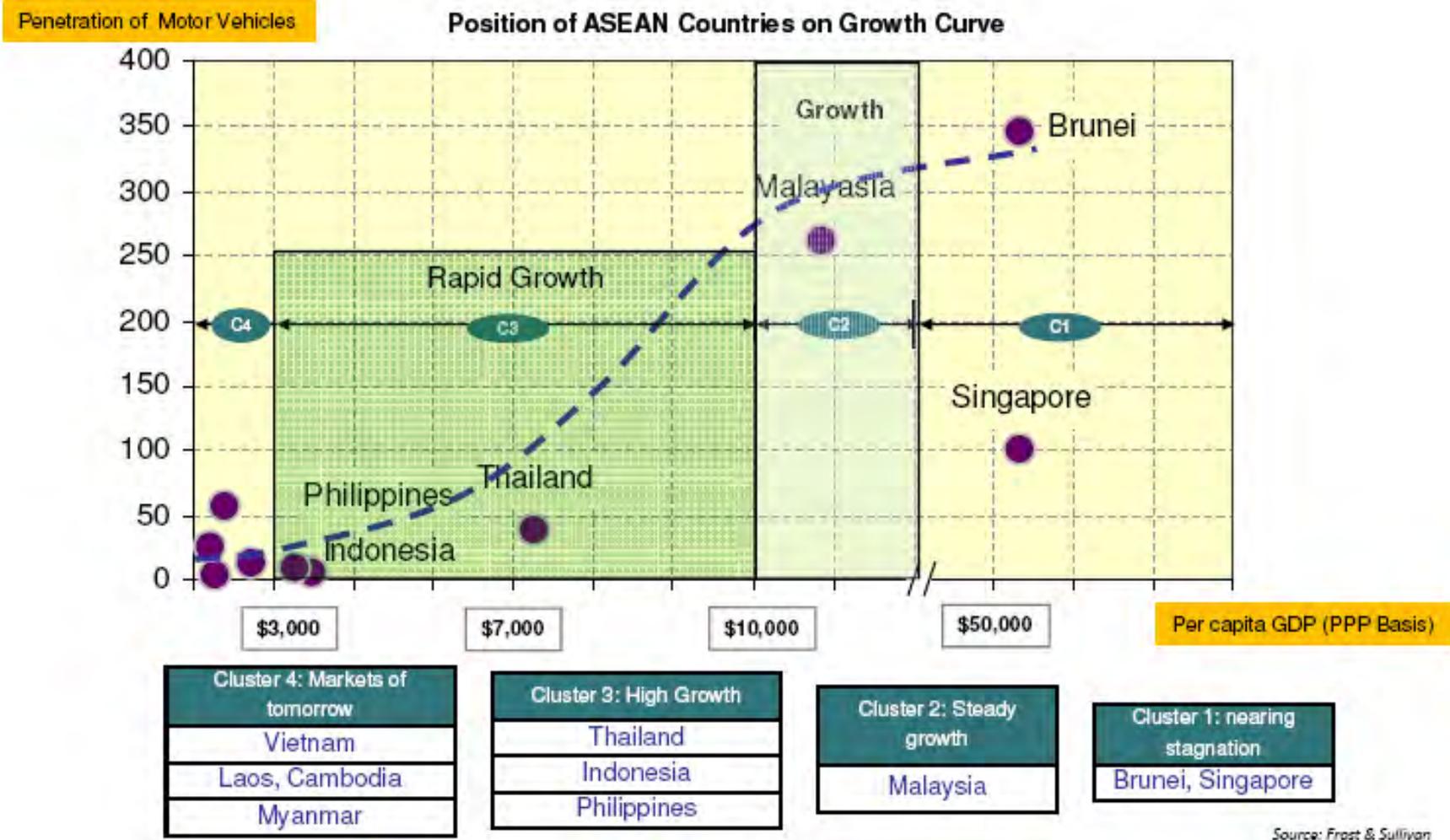
Automotive Sales

	Country	Sales 2010
1	China	17,212,891
2	USA	11,562,701
3	Japan	4,891,452
4	Brazil	3,363,445
5	Germany	3,109,641
6	India	2,712,587
7	France	2,669,402
8	UK	2,260,881
9	ASEAN	2,226,965
10	Italy	2,128,492

		Sales 2015
1	China	29,010,852
2	USA	16,466,283
3	India	5,788,462
4	Brazil	5,364,935
5	Japan	4,591,476
6	Germany	3,850,511
7	Russia	3,429,031
8	ASEAN	3,140,684
9	France	2,704,451
10	Italy	2,563,360

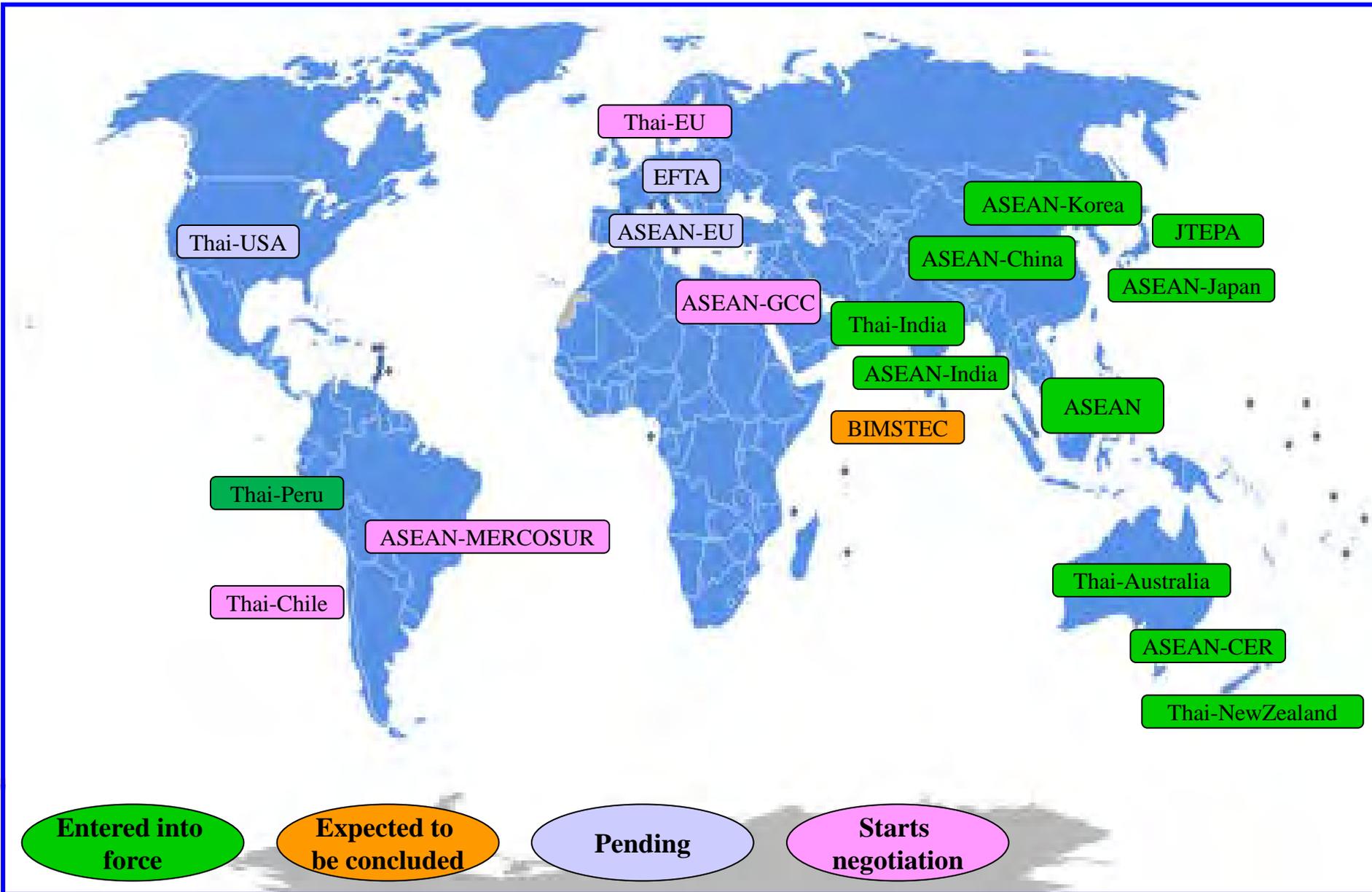
		Sales 2018
1	China	33,391,276
2	USA	16,970,585
3	India	9,039,806
4	Brazil	6,287,188
5	Japan	4,517,218
6	Russia	4,025,975
7	Germany	3,968,411
8	ASEAN	3,634,697
9	UK	2,897,909
10	Italy	2,793,822

THAILAND, INDONESIA AND THE PHILIPPINES-FAST GROWING MARKETS



Source: Frost & Sullivan

An Expanding FTA Regime



Future Plans

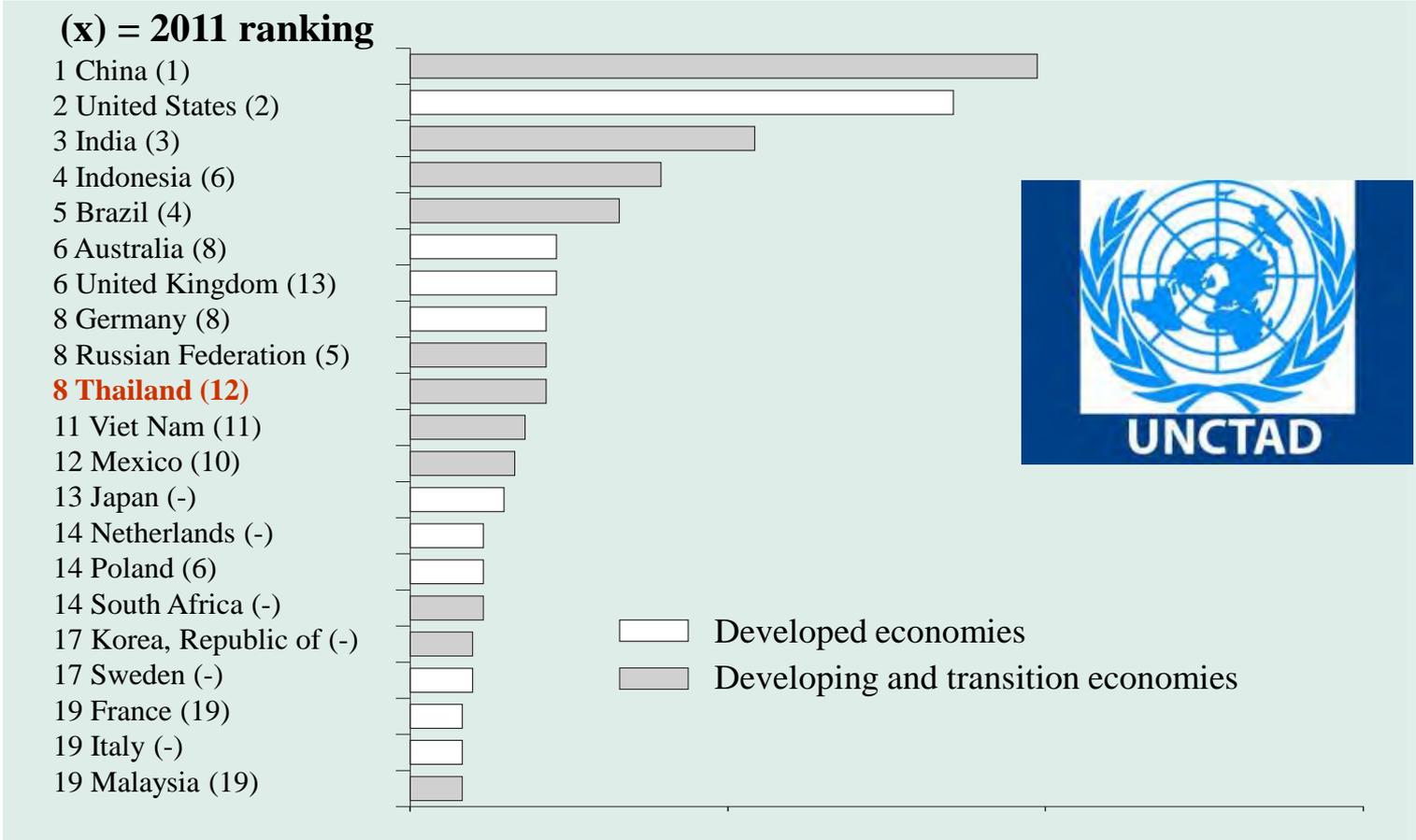
- 3rd Product Champion (after one-top pick up trucks and eco cars)
- Focus on eco-friendly products
 - Electric Vehicles
 - Hybrid
 - Renewable energy
 - Raising energy efficiency
- Thailand as a “Big Bikes” Hub
 - Existing players-Triumph, Ducati, Kawasaki



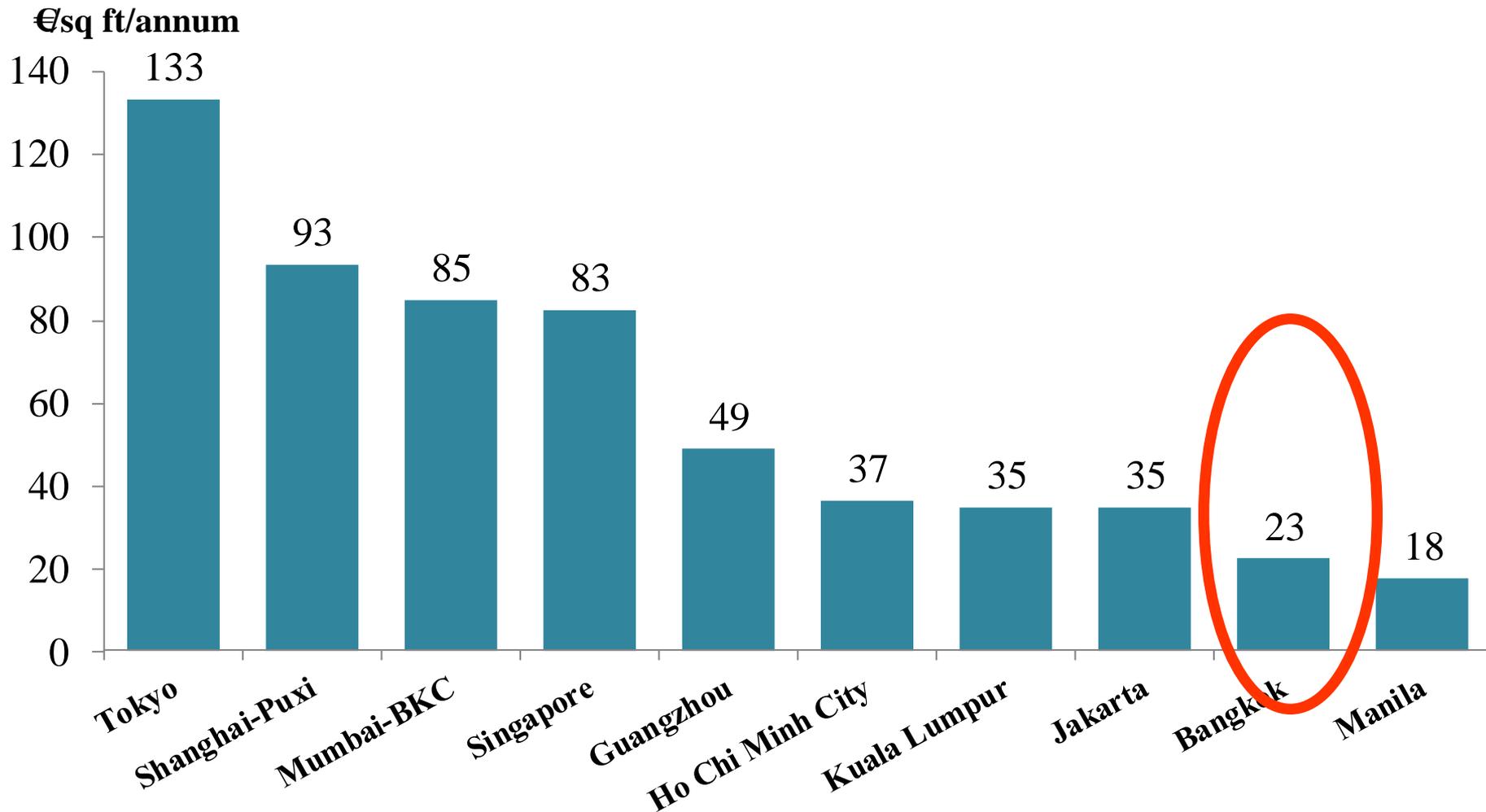
COST - COMPETITIVE LOCATION

TNCS' TOP PROSPECTIVE HOST ECONOMIES FOR 2012–2014

(PERCENTAGE OF RESPONDENTS SELECTING ECONOMY AS A TOP DESTINATION)



AFFORDABLE OFFICE SPACE



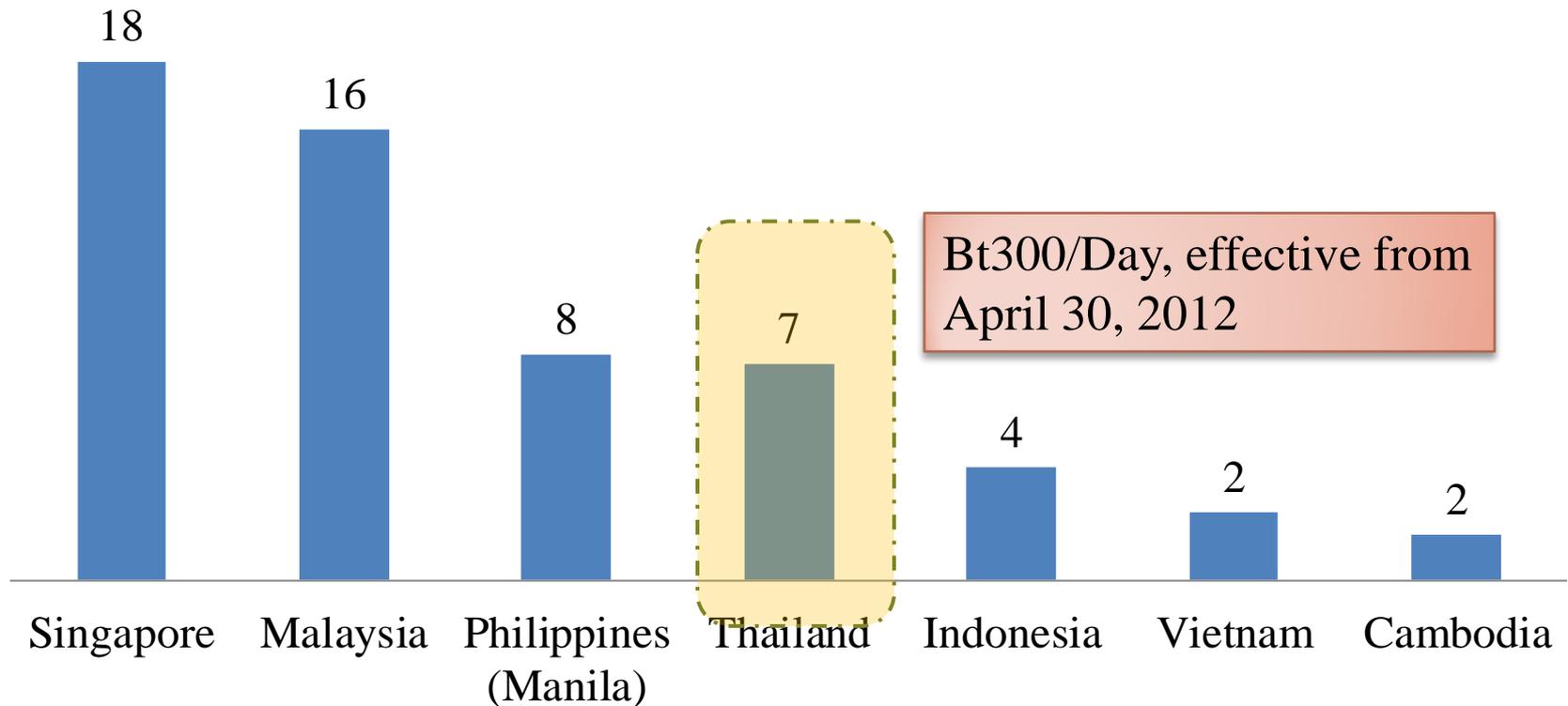
Note: US\$1=Bt31.29 and €1=Bt40.16 in Q2, 2012

Source: CBRE MarketView Asia Pacific Office, Q2/2012 as of Aug 14, 2012

ASEAN'S LABOR MINIMUM WAGE RATE

ASEAN Min. Wage Rate

■ €Day



Source: www.bles.dole.gov.ph as of Jun 28, 2012

Note: US\$1=Bt31.29 and €1=Bt40.16 in Q2, 2012

Thailand and the BOI Offer:

No restrictions on
foreign currency

100% foreign
ownership

LIBERAL INVESTMENT REGIME

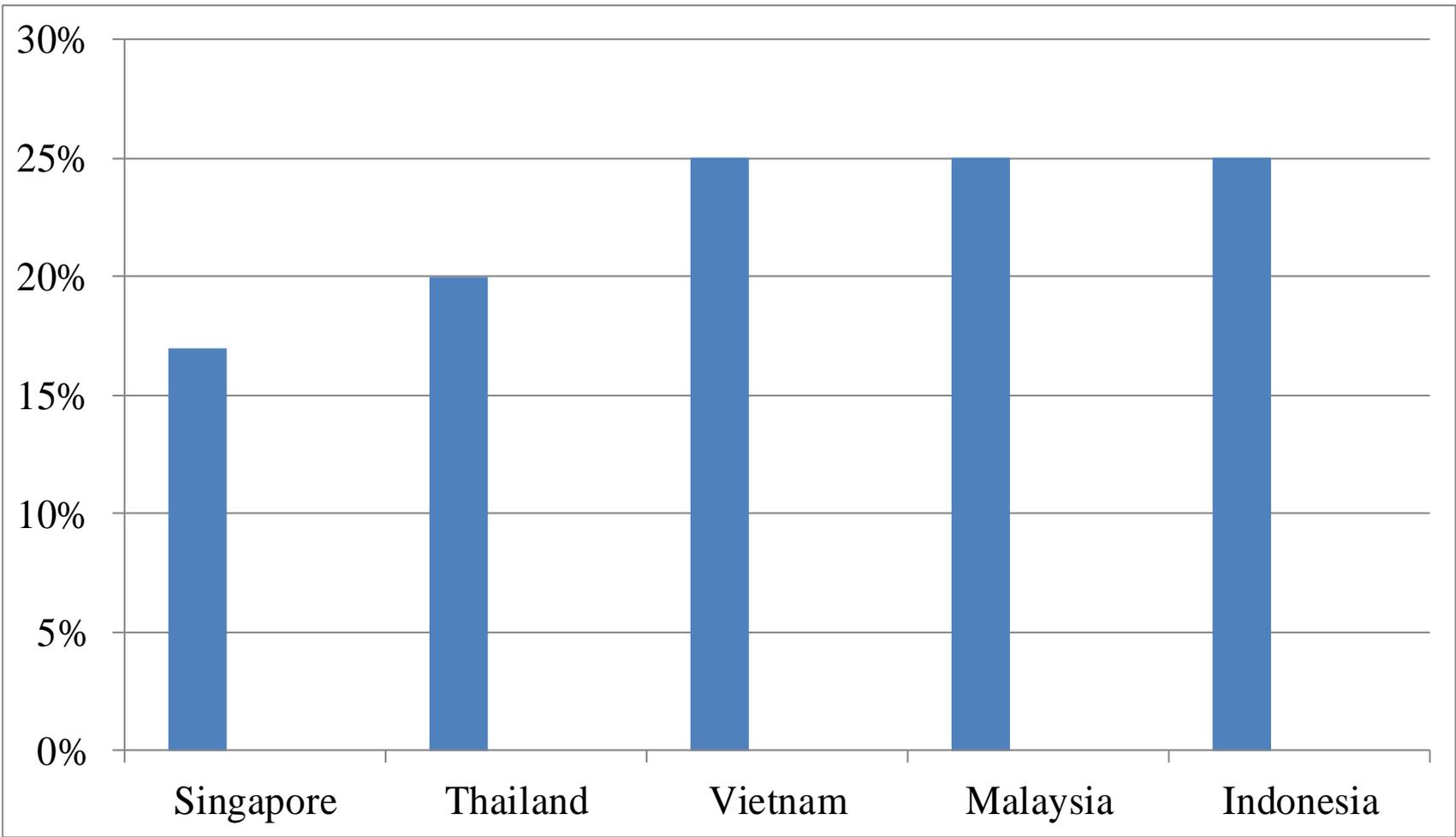
No export
requirements

No local content
requirements

TAXATION

- **Corporate income tax**
 - **0, 10%** for regional operating headquarters
 - **15-23%** for net profits (for firms with capital of ≤ 5 million baht)
 - **23%** of net profits (for other firms)
- **VAT – 7%**
- **Remittances: 10%** of gross remittances
- **Withholding: 10-15%**
- **Personal income:**
 - **0-37%** (sliding scale)
 - **15%** flat rate for expats working for regional operating headquarters

ASEAN CORPORATE INCOME TAX 2013



Source: KPMG



Tax Package of Regional Operating Headquarters

Benefit	Benefit
<p>For portion of income from OVERSEAS OPERATIONS</p> <p>0% CORPORATE INCOME TAX for 15 years</p>	<p>For portion of income from LOCAL OPERATIONS</p> <p>10% CORPORATE INCOME TAX for 15 years</p>
Key Conditions	
<ul style="list-style-type: none">- In 1st fiscal year, have one operating company in another country; a second within 3rd year; a third within 5th year- Have annual expenses in Thailand of Bt15 million, or have invested at least Bt30 million in Thailand- By end of 3rd year, 75% of ROH personnel to be qualified staff, and 5 persons earning at least Bt2.5 million annual salary and benefits per person- All companies must be real operating companies with a physical presence and staff	

Benefit
<p>For income of EXPATRIATE EMPLOYEES</p> <p>15% PERSONAL INCOME TAX for 8 years</p>
Key Conditions
<p><i>In addition to conditions for income from overseas and local operations:</i></p> <ul style="list-style-type: none">- Income generated from services to overseas companies must be at least 50% of total revenues

Basic BOI Privileges and Measures

Tax Incentives

- ❑ Corporate income tax holidays up to 8 years.
 - **Additional 50% reductions of corporate income tax for 5 yrs**
- ❑ Import duty reductions or exemptions on machinery and raw materials.
- ❑ Double deduction of public utility costs.
- ❑ 25% additional deductions for infrastructure construction / installation costs.

Non-Tax measures

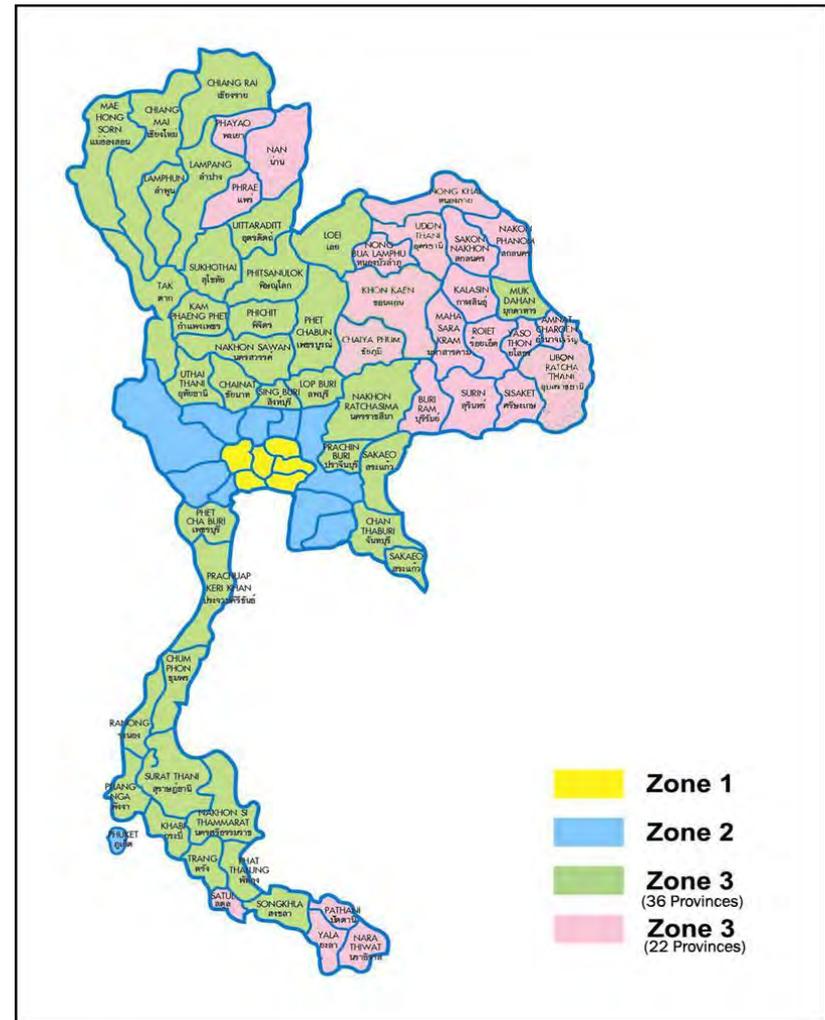
- ❑ Land ownership rights for foreign investors.
- ❑ Work permit/visa facilitation for foreign experts and technicians.
 - **One-Stop-Shop**
 - **Visas & Work Permits are issued in 3 hours**

BOI Zoning and Incentives



Import Duty Privileges	Outside I.E	Inside I.E
Zone 1	50% Reduction	50% Reduction
Zone 2	50% Reduction	Exempt
Zone 3	Exempt	Exempt

Corporate Income Tax	Outside I.E	Inside I.E
Zone 1	No Privilege	3 years
Zone 2	3 years	7 years
Zone 3	8 years	8 years



BOI Incentives for Automotive Parts Industry

	Zone 1	Zone 2	Zone 3
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Component Parts Manufacturers:

<ul style="list-style-type: none"> General 	<p>Machinery Duty: 50% reduction</p> <p>Corporate Income tax exemption: In IE - 3 years</p>	<p>Machinery Duty: 50% reduction</p> <p>Corporate Income tax exemption: In IE - 7 years Outside IE - 3 years</p>	<p>Machinery Duty: Exempt</p> <p>Corporate Income tax exemption: exempt 8 years</p>
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<ul style="list-style-type: none"> High-Tech 	Exempt from machinery import duties
	Exempt from corporate income tax for 8 years
	<p><u>Examples:</u> Eco Car Parts, Electronic Fuel Injection Systems, ABS Brake Systems, Substrates for Catalytic Converters, NGV Parts, Molds/Dies, NGV/LNG Cylinder Tanks, Automotive Electronics</p>



Unbeatable Thailand,
Unparalleled Opportunities



THAILAND
BOARD OF
INVESTMENT

BOI SERVICES

BOI SUPPORT SERVICES



Investment Matchmaking Program

**1-Stop for visas & work permits:
work permits in 3 hours**

**Industrial Subcontracting Services
Vendors meet customers program
(BUILD Unit)**

ASEAN Supporting Industry Database

**Interaction with other govt. agencies
on behalf of investors**

Country desks

Overseas offices

ASEAN SUPPORTING INDUSTRY DATABASE (ASID)

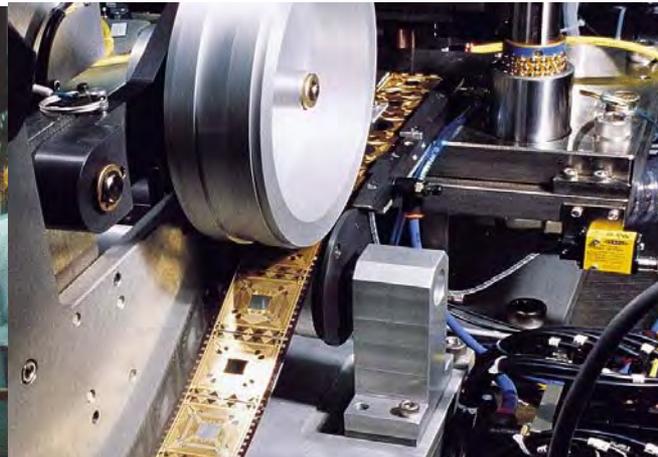


- Information and profiles of companies in supporting industries and manufacturers of parts and components in 10 ASEAN countries
- ASID can be easily accessed via the internet at www.asidnet.org

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SOME OF BUILD'S SUCCESS STORIES



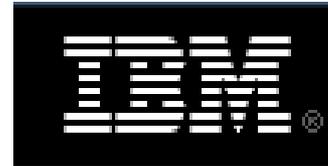
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SERVICES AT OSOS

- Staff from relevant agencies will also be available for consultations on a range of topics.
- Help investors with applications to make sure investors know what is required to:
 - Register a company
 - Apply for investment promotion privileges
 - Obtain a foreign business license
 - Tax registration
 - Complete an environmental impact assessment
 - Obtain utilities, etc.
- OSOS staff will also accept applications for things such as corporate name registration, corporate tax ID numbers, VAT registration, foreign business licenses, investment promotion incentives, etc.

BOI OFFICE IN FRANKFURT

Frankfurt

Thailand Board of Investment
Bethmann Strasse 58, 5.OG
60311 Frankfurt am Main,
Germany

Telephone: +49 (0) 69 9291 230

Fax: +49 (0) 69 9291 2320

Email: fra@boi.go.th



Chanin Kaochan

Director



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