

EXHIBIT 6.4 Countries Examined by Hofstede

Cluster	IDV	UAI	PDI	MAS
<i>Anglo</i>				
Australia	H	ML	ML	MH
Canada	H	ML	ML	MH
Ireland	MH	L	L	MH
New Zealand	H	ML	L	MH
South Africa	MH	ML	ML	MH
United Kingdom	H	L	ML	MH
United States	H	ML	ML	MH
<i>Germanic</i>				
Austria	MH	MH	L	H
Germany (East and West)	MH	MH	ML	MH
Switzerland	MH	ML	ML	H
<i>Latin European</i>				
Belgium	MH	H	MH	MH
France	MH	MH	MH	ML
Italy	H	MH	ML	H
Portugal	ML	H	MH	ML
Spain	MH	MH	MH	ML
<i>Nordic</i>				
Denmark	MH	L	L	L
Finland	MH	ML	ML	L
Norway	MH	ML	L	L
Sweden	MH	L	L	L
<i>Latin American</i>				
Argentina	ML	MH	ML	MH
Chile	L	MH	MH	L
Colombia	L	MH	MH	MH
Peru	L	MH	MH	ML
Venezuela	MH	MH	L	H
<i>Far Eastern</i>				
Hong Kong	L	L	MH	MH
Philippines	ML	ML	H	MH
Singapore	L	L	H	ML
Taiwan	L	MH	MH	ML
Thailand	L	MH	MH	ML
<i>Near Eastern</i>				
Greece	ML	H	MH	MH
Iran	ML	ML	MH	ML
Pakistan	L	MH	MH	MH
Turkey	ML	MH	MH	ML
<i>Independent</i>				
Brazil	ML	MH	MH	ML
India	ML	ML	H	MH
Israel	MH	MH	L	ML
Japan	ML	H	MH	H

Note: H = high (1st quartile); MH = moderately high (2nd quartile); ML = moderately low (3rd quartile); L = low (4th quartile)

Source: Betty Jane Punnett, *Experiencing International Management* (Boston: PWS-KENT, 1989), p. 19. Used with permission.