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Duke CFO magazine Global Business Outlook survey - Asia - Second Quarter, 2010

1a. Are you more or less optimistic about the economy of the country where you are based compared to last quarter?

	Number	Percent	95% CI
3=More optimistic	153	70.2 %	± 6.1 %
2=No change	23	10.6 %	± 4.1 %
1=Less optimistic	42	19.3 %	± 5.3 %
Total	218	100.0 %	

Mean = 2.5

SD = 0.8

Missing Cases = 1

Response Percent = 99.5 %

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1b. Rate your optimism about the economy of the country where you are based on a scale from 0-100, with 0 being the least optimistic and 100 being the most optimistic.

Optimism rating

Minimum = 0

Maximum = 100

Mean = 67.5

Median = 70

Standard Deviation (Unbiased) = 17.1

95 Percent Confidence Interval Around The Mean = 65.0 - 70.0

Quartiles

1 = 60

2 = 70

3 = 80

Valid Cases = 180

Missing Cases = 39

Response Percent = 82.2%

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2a. Are you more or less optimistic about the financial prospects for your own company compared to last quarter?

	Number	Percent	95% CI
3=More optimistic	143	66.8 %	± 6.4 %
2=No change	32	15.0 %	± 4.7 %
1=Less optimistic	39	18.2 %	± 5.1 %
Total	214	100.0 %	

Mean = 2.5

SD = 0.8

Missing Cases = 5

Response Percent = 97.7 %

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2b. Rate your optimism about the financial prospects for your own company on a scale from 0-100, with 0 being the least optimistic and 100 being the most optimistic.

Minimum = 7

Maximum = 100

Mean = 68.4

Median = 70

Standard Deviation (Unbiased) = 17.4

95 Percent Confidence Interval Around The Mean = 65.9 - 71.0

Quartiles

1 = 55

2 = 70

3 = 80

Valid Cases = 176

Missing Cases = 43

Response Percent = 80.4%

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3. What are the top three external concerns facing your corporation? (rank #1, #2, #3)

(N=219)

	Mean & SD	1st	2nd	3rd	Total
Consumer demand	1.7 0.8	56 25.6%	24 11.0%	24 11.0%	104 47.5%
Price pressure from competitors	1.9 0.8	47 21.5%	36 16.4%	32 14.6%	115 52.5%
Cost of fuel	2.0 0.8	14 6.4%	14 6.4%	12 5.5%	40 18.3%
Cost of non-fuel commodities	2.0 0.8	10 4.6%	9 4.1%	10 4.6%	29 13.2%
Government policy	2.0 0.8	19 8.7%	21 9.6%	20 9.1%	60 27.4%
Global financial instability	2.0 0.8	26 11.9%	23 10.5%	28 12.8%	77 35.2%
Currency risk	2.1 0.8	19 8.7%	30 13.7%	24 11.0%	73 33.3%
Federal budget deficit	2.1 0.7	5 2.3%	12 5.5%	8 3.7%	25 11.4%
Credit markets/interest rates	2.2 0.8	6 2.7%	12 5.5%	11 5.0%	29 13.2%
Environmental regulation	2.2 0.8	2 0.9%	5 2.3%	4 1.8%	11 5.0%
Other:	2.2 1.0	7 3.2%	2 0.9%	11 5.0%	20 9.1%
Foreign competition	2.3 0.7	3 1.4%	13 5.9%	13 5.9%	29 13.2%
Financial regulation	2.3 0.6	1 0.5%	11 5.0%	8 3.7%	20 9.1%
Trade policies and trade agreements	2.6 0.7	1 0.5%	2 0.9%	8 3.7%	11 5.0%

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3. What are the top three external concerns facing your corporation? Reverse scale & weighted by the number of respondents (Higher number = greater weighted importance)

	Mean	SD	Total
Price pressure from competitors	1.12	1.22	218
Consumer demand	1.10	1.29	218
Global financial instability	0.70	1.07	218
Currency risk	0.65	1.02	218
Government policy	0.55	0.98	218
Cost of fuel	0.38	0.87	218
Cost of non-fuel commodities	0.27	0.75	218
Credit markets/interest rates	0.24	0.68	218
Federal budget deficit	0.22	0.65	218
Foreign competition	0.22	0.61	218
Other:	0.17	0.59	218
Financial regulation	0.15	0.51	218
Environmental regulation	0.09	0.43	218
Trade policies and trade agreements	0.07	0.33	218

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3. What are the top three external concerns facing your corporation? - Other specified

Client Spending
credit risk
creditor banks' demands
depending on internal trend of uranium (yellow cake) price and conditions for its usage in our count
energy cost
Hiking manufacturing costs in China
HR SUPPLY MATCHING JOB PROFILE
increased cost- raw materials and people
Market uncertainty
Political Affective
Political Instabilty
Political stability
political
Potential tax imposition
Power shortage
Retention
Staffing
substitues of our product/services
Unavailibility of employees.
Value players

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4. What are the top three internal, company-specific concerns for your corporation? (rank #1, #2, #3)

(N=219)

	Mean & SD	1st	2nd	3rd	Total
Ability to maintain margins	1.7 0.8	70 32.0%	37 16.9%	32 14.6%	139 63.5%
Working capital management	1.8 0.7	24 11.0%	27 12.3%	12 5.5%	63 28.8%
Protection of intellectual property	1.9 0.8	7 3.2%	6 2.7%	5 2.3%	18 8.2%
Other:	1.9 0.9	4 1.8%	3 1.4%	3 1.4%	10 4.6%
Ability to forecast results	1.9 0.8	29 13.2%	24 11.0%	24 11.0%	77 35.2%
Attracting and retaining qualified employees	2.0 0.8	32 14.6%	40 18.3%	31 14.2%	103 47.0%
Cost of health care	2.0 0.9	2 0.9%	2 0.9%	2 0.9%	6 2.7%
Counterparty risk	2.0 0.9	7 3.2%	4 1.8%	7 3.2%	18 8.2%
Balance sheet weakness	2.2 0.9	5 2.3%	4 1.8%	8 3.7%	17 7.8%
Maintaining morale/productivity	2.2 0.8	21 9.6%	27 12.3%	37 16.9%	85 38.8%
Supply chain risk	2.2 0.8	11 5.0%	20 9.1%	22 10.0%	53 24.2%
Data security	2.3 0.7	1 0.5%	6 2.7%	5 2.3%	12 5.5%
Managing IT systems	2.5 0.6	2 0.9%	10 4.6%	18 8.2%	30 13.7%
Pension obligations	3.0 0.0	0 0.0%	0 0.0%	1 0.5%	1 0.5%

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4. What are the top three internal, company-specific concerns for your corporation? Reverse scale & weighted by the number of respondents (Higher number = greater weighted importance)

	Mean	SD	Total
Ability to maintain margins	1.45	1.27	218
Attracting and retaining qualified employees	0.95	1.14	218
Ability to forecast results	0.73	1.11	218
Maintaining morale/productivity	0.71	1.02	218
Working capital management	0.63	1.07	218
Supply chain risk	0.44	0.86	218
Managing IT systems	0.20	0.56	218
Protection of intellectual property	0.17	0.63	218
Counterparty risk	0.17	0.61	218
Balance sheet weakness	0.14	0.55	218
Other:	0.10	0.48	218
Data security	0.09	0.41	218
Cost of health care	0.06	0.35	218
Pension obligations	0.00	0.07	218

Duke CFO magazine Global Business Outlook survey - Asia - Second Quarter, 2010**4. What are the top three internal, company-specific concerns your corporation faces? - Other specified**

ability to raise funds

due to administered price our margin is thin

Getting both volume and value growth in sales

import duty

loss of business due to corruption

machine reliability

qualified officers

sustainability

Weak innovation

Weak top management

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5. Relative to the previous 12 months, what will be your company's PERCENTAGE CHANGE during the next 12 months? (e.g., +3%, -2%, etc.) [Leave blank if not applicable]

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
Capital spending	17.96	38.11	11.14 - 24.78	9	-40	250	120
Dividends	15.68	30.55	1.95 - 29.42	5	-2	100	19
Number of domestic full-time employees	15.15	49.33	6.02 - 24.29	5	-35	370	112
Earnings	12.87	27.84	8.08 - 17.66	10	-50	200	130
Technology spending	10.72	25.68	5.35 - 16.08	5	-50	200	88
Marketing/advertising spending	8.61	16.37	5.37 - 11.85	4.50	-20	100	98
Research and development spending	8.58	13.38	5.19 - 11.96	5	-20	60	60
Wages/Salaries	8.28	11.41	6.50 - 10.07	5	-50	100	157
Number of domestic temporary employees	6.29	15.70	2.56 - 10.02	2	-20	100	68
Number of offshore outsourced employees	6.26	12.19	2.74 - 9.78	0.50	-10	50	46
Productivity (output per hour worked)	5.96	9.59	3.73 - 8.19	5	-10	50	71
Cash on the balance sheet	4.17	20.56	0.20 - 8.15	5	-60	100	103
Health care costs	4.05	7.39	2.25 - 5.84	3	-30	24	65
Prices of your products	2.72	6.94	1.47 - 3.96	3	-20	20	120
Share repurchases	2.69	11.95	-1.90 - 7.29	0	-5	60	26

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5. Relative to the previous 12 months, what will be your company's PERCENTAGE CHANGE during the next 12 months for: [Unweighted - Sorted]

(N=219)

	Mean & SD	Positive 1	Zero 0	Negative -1	Total
Wages/Salaries	0.9 0.4	147 93.6%	5 3.2%	5 3.2%	157 100.0%
Research and development spending	0.8 0.4	51 85.0%	8 13.3%	1 1.7%	60 100.0%
Technology spending	0.8 0.5	75 85.2%	9 10.2%	4 4.5%	88 100.0%
Capital spending	0.8 0.5	103 85.8%	10 8.3%	7 5.8%	120 100.0%
Marketing/advertising spending	0.7 0.7	78 79.6%	8 8.2%	12 12.2%	98 100.0%
Productivity (output per hour worked)	0.7 0.7	56 78.9%	6 8.5%	9 12.7%	71 100.0%
Earnings	0.7 0.7	105 80.8%	5 3.8%	20 15.4%	130 100.0%
Dividends	0.6 0.6	13 68.4%	5 26.3%	1 5.3%	19 100.0%
Health care costs	0.6 0.7	46 70.8%	13 20.0%	6 9.2%	65 100.0%
Number of domestic full-time employees	0.6 0.7	84 75.0%	11 9.8%	17 15.2%	112 100.0%
Number of domestic temporary employees	0.5 0.8	44 63.8%	13 18.8%	12 17.4%	69 100.0%
Prices of your products	0.4 0.9	83 69.2%	4 3.3%	33 27.5%	120 100.0%
Number of offshore outsourced employees	0.4 0.7	23 50.0%	18 39.1%	5 10.9%	46 100.0%
Cash on the balance sheet	0.3 0.9	64 62.1%	11 10.7%	28 27.2%	103 100.0%
Share repurchases	0.1 0.5	4 15.4%	20 76.9%	2 7.7%	26 100.0%

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5. Relative to the previous 12 months, what will be your company's PERCENTAGE CHANGE during the next 12 months? [All Companies - Winsorized - Revenue Weighted - Sorted]

	Mean	SD	95% CI	Median	Minimum	Maximum
Capital spending	11.54	18.11	10.77 - 12.31	10	-40	92.66
Earnings	9.86	13.10	9.31 - 10.41	7	-41.70	67.44
Research and development spending	8.28	12.31	7.53 - 9.02	5	-17.60	34.80
Technology spending	6.75	7.65	6.39 - 7.12	5	-39.60	61.05
Marketing/advertising spending	5.60	7.48	5.25 - 5.95	5	-20	40.70
Dividends	4.69	11.03	3.92 - 5.46	1	-2	75.56
Prices of your products	2.35	4.90	2.15 - 2.55	3	-10.90	16.32
Share repurchases	0.55	2.99	0.24 - 0.86	0	-5	26.11
Cash on the balance sheet	-0.54	16.13	-1.37 - 0.29	0	-36.10	44.47

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5. Relative to the previous 12 months, what will be your company's PERCENTAGE CHANGE during the next 12 months? [All Companies - Winsorized - Employee Weighted - Sorted]

	Mean	SD	95% CI	Median	Minimum	Maximum
Number of domestic full-time employees	6.67	19.04	5.83 - 7.52	2	-35	111.80
Wages/Salaries	5.90	4.79	5.72 - 6.08	5	-14.10	30.64
Number of offshore outsourced employees	5.57	6.83	5.16 - 5.97	5	-10	30.15
Number of domestic temporary employees	5.17	13.46	4.47 - 5.87	2	-20	37.06
Health care costs	4.60	6.92	4.21 - 4.98	1	-10.40	18.53
Productivity (output per hour worked)	4.00	5.27	3.70 - 4.30	3	-10	24.76

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5. Relative to the previous 12 months, what will be your company's PERCENTAGE CHANGE during the next 12 months? [Public Companies - Winsorized - Revenue Weighted]

	Mean	SD	95% CI	Median	Minimum	Maximum
Earnings	10.21	13.31	9.33 - 11.09	10	-20	67.44
Dividends	5.35	11.48	4.46 - 6.25	1	-2	75.56
Cash on the balance sheet	4.39	11.83	3.42 - 5.37	0	-36.10	30
Share repurchases	0.00	0.45	-0.06 - 0.06	0	-5	5

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6. When do you anticipate domestic employment at your firm to return to year-end 2007 (pre-recession) levels?

	Number	Percent	Cumulative
Already at or exceeding year-end 2007 levels	105	48.8 %	48.8 %
Later in 2010	16	7.4 %	56.3 %
In 2011	39	18.1 %	74.4 %
In 2012	22	10.2 %	84.7 %
In 2013	5	2.3 %	87.0 %
In 2014 or later	9	4.2 %	91.2 %
Possibly never	19	8.8 %	100.0 %
Total	215	100.0 %	100.0 %

Missing Cases = 4

Response Percent = 98.2 %

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7. Did your company make cuts in any of the following employee-related areas from 2007-2009? - Reduced or eliminated from 2007-2009

	Number	Percent	95% CI
Bonuses	109	49.8 %	± 6.7 %
Wages	100	45.7 %	± 6.7 %
Employee training/development	95	43.4 %	± 6.6 %
Domestic workforce	83	37.9 %	± 6.5 %
Overtime	74	33.8 %	± 6.3 %
Average hours worked per week	57	26.0 %	± 5.9 %
Outsourced workforce	50	22.8 %	± 5.6 %
Company contribution to employee pension benefits	43	19.6 %	± 5.3 %
Company contribution to employee health benefits	42	19.2 %	± 5.3 %
Retirement benefits	38	17.4 %	± 5.1 %
Company contribution to other employee benefits	21	9.6 %	± 3.9 %
Total	712		

Number of Cases =219

Number of Responses =712

Average Number Of Responses Per Case = 3.3

Number Of Cases With At Least One Response =167

Response Percent = 76.3 %

Duke CFO magazine Global Business Outlook survey - Asia - Second Quarter, 2010**7. Did your company make cuts in any of the following employee-related areas from 2007-2009? - Company contribution to other employee benefits - Other specified**

Freeze increment of staff >US50K per year

Not applicable

we are expanding our business now

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7. Have you already or will you restore these items to pre-recession levels by June 2011? - Already restored or plan to restore to pre-recession levels in the next 12 months

	Number	Percent	95% CI
Wages	68	31.1 %	± 6.2 %
Bonuses	62	28.3 %	± 6.0 %
Employee training/development	62	28.3 %	± 6.0 %
Average hours worked per week	45	20.5 %	± 5.4 %
Domestic workforce	38	17.4 %	± 5.1 %
Overtime	30	13.7 %	± 4.6 %
Company contribution to employee pension benefits	27	12.3 %	± 4.4 %
Company contribution to employee health benefits	25	11.4 %	± 4.3 %
Retirement benefits	23	10.5 %	± 4.1 %
Outsourced workforce	20	9.1 %	± 3.9 %
Company contribution to other employee benefits	13	5.9 %	± 3.2 %
Total	413		

Number of Cases =219

Number of Responses =413

Average Number Of Responses Per Case = 1.9

Number Of Cases With At Least One Response =124

Response Percent = 56.6 %

Duke CFO magazine Global Business Outlook survey - Asia - Second Quarter, 2010**7. Have you already or will you restore these items to pre-recession levels by June 2011? - Already restored or plan to restore to pre-recession levels in the next 12 months - Other specified**

Company Trips

Freeze increment of staff >US50K per year

p.f

vacation time

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7. Did your company make cuts in any of the following employee-related areas from 2007-2009? Have you already or will you restore these items to pre-recession levels by June 2011? - Summary

(N=219)

	Not cut	Cut & not restored	Cut & restored
Wages	119 54.3%	32 14.6%	68 31.1%
Bonuses	110 50.2%	47 21.5%	62 28.3%
Average hours worked per week	162 74.0%	12 5.5%	45 20.5%
Overtime	145 66.2%	44 20.1%	30 13.7%
Employee training/development	124 56.6%	33 15.1%	62 28.3%
Retirement benefits	181 82.6%	15 6.8%	23 10.5%
Company contribution to employee health benefits	177 80.8%	17 7.8%	25 11.4%
Company contribution to employee pension benefits	176 80.4%	16 7.3%	27 12.3%
Company contribution to other employee benefits	198 90.4%	8 3.7%	13 5.9%
Domestic workforce	136 62.1%	45 20.5%	38 17.4%
Outsourced workforce	169 77.2%	30 13.7%	20 9.1%

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8. At the present time, in which of the following areas is your company focusing its investment for growth? (Check all that apply, up to three)

	Number	Percent	95% CI
Reaching new customers in existing markets	130	59.4 %	± 6.6 %
Developing new product/service	118	53.9 %	± 6.7 %
Improving existing product/service	117	53.4 %	± 6.7 %
Entering new geographic markets	85	38.8 %	± 6.5 %
Acquiring assets, a company, or companies	49	22.4 %	± 5.6 %
Not currently investing for growth	20	9.1 %	± 3.8 %
Other (Please specify)	7	3.2 %	± 2.4 %
Total	526		

Number of Cases =219

Number of Responses =526

Average Number Of Responses Per Case = 2.4

Number Of Cases With At Least One Response =217

Response Percent = 99.1 %

Duke CFO magazine Global Business Outlook survey - Asia - Second Quarter, 2010**8. At the present time, in which of the following areas is your company focusing its investment for growth? - Other specified**

driving cost down & improve productivity

Entering new geographic sources of raw materials

expanding present geographic market

improving the manpower

increasing working capital

stabilising production in our newly commissioned processing plant

Taking more risks in the project and asking for more rewards

technology

Duke CFO magazine Global Business Outlook survey - Asia - Second Quarter, 2010

9. How would you characterize your company's market position right now?

	Number	Percent	95% CI
Cautiously pursuing growth	117	53.9 %	± 6.7 %
Aggressively pursuing growth	61	28.1 %	± 6.0 %
On the sidelines/in a holding pattern	20	9.2 %	± 3.8 %
Still coping with recession impact	15	6.9 %	± 3.4 %
Other (Please specify)	4	1.8 %	± 1.8 %
Total	217	100.0 %	

Missing Cases = 2

Response Percent = 99.1 %

Duke CFO magazine Global Business Outlook survey - Asia - Second Quarter, 2010**9. How would you characterize your company's market position right now? - Other specified**

decrease in Growth

due to need of fuel for generating energy through nuclear power reactors

in internet security product aggressively pursuing growth and another OSS/BSS space, cautiously pursuing growth

No clear direction

to push down demand

Duke CFO magazine Global Business Outlook survey - Asia - Second Quarter, 2010**10. Compared to 2009, how much do you expect consumer/customer demand for your company's goods/services to change in 2010?**

Minimum = -30

Maximum = 100

Mean = 18.01

Median = 11

Standard Deviation (Unbiased) = 19.33

95 Percent Confidence Interval Around The Mean = 15.44 - 20.59

99 Percent Confidence Interval Around The Mean = 14.63 - 21.40

Quartiles

1 = 5

2 = 10

3 = 20

Valid Cases = 216

Missing Cases = 3

Response Percent = 98.6%

Duke CFO magazine Global Business Outlook survey - Asia - Second Quarter, 2010

10b. If you expect an increase, how confident are you in your company's ability to meet increased demand?

	Number	Percent	95% CI
3=Extremely confident	83	40.1 %	± 6.5 %
2=Somewhat confident	113	54.6 %	± 6.7 %
1=Not confident	11	5.3 %	± 2.9 %
Total	207	100.0 %	

Mean = 2.3

SD = 0.6

Missing Cases = 12

Response Percent = 94.5 %

Duke CFO magazine Global Business Outlook survey - Asia - Second Quarter, 2010

11. Compared to Fall 2009, does your company find borrowing now:

	Number	Percent	95% CI
1=Much more difficult	15	9.0 %	± 4.4 %
2=A little more difficult	25	15.0 %	± 5.5 %
3=About the same	79	47.3 %	± 7.7 %
4=A little easier	30	18.0 %	± 5.9 %
5=Much easier	18	10.8 %	± 4.8 %
Total	167	100.0 %	

Mean = 3.1

SD = 1.1

Missing Cases = 0

Response Percent = 100.0 %

Duke CFO magazine Global Business Outlook survey - Asia - Second Quarter, 2010

12. Did your firm experience a covenant violation (or near-violation) for a line of credit during 2008/2009?

	Number	Percent	95% CI
No	148	68.5 %	± 6.2 %
Yes, near violation	11	5.1 %	± 3.0 %
Yes, violation	7	3.2 %	± 2.4 %
N/A, our firm did not have a credit facility	50	23.1 %	± 5.7 %
Total	216	100.0 %	

Missing Cases = 0

Response Percent = 100.0 %

Duke CFO magazine Global Business Outlook survey - Asia - Second Quarter, 2010

No violation or near-violation - 12b. Even though there was no credit line violation...

	Number	Percent	95% CI
The terms of our facility were unchanged during 2008-2009	88	66.7 %	± 8.0 %
Our facility was renegotiated because the term of the facility expired	25	18.9 %	± 6.1 %
We preemptively renegotiated our credit facility	19	14.4 %	± 5.5 %
Total	132	100.0 %	

Missing Cases = 16

Response Percent = 89.2 %

Duke CFO magazine Global Business Outlook survey - Asia - Second Quarter, 2010**No violation or near-violation - Did you renegotiate your credit facility during 2008/2009?**

	Number	Percent	95% CI
We did not renegotiate	67	45.3 %	± 8.1 %
We renegotiated	81	54.7 %	± 8.1 %
Total	148	100.0 %	

Missing Cases = 0

Response Percent = 100.0 %

Duke CFO magazine Global Business Outlook survey - Asia - Second Quarter, 2010

No violation or near-violation - Facility was renegotiated

(N=81)

	Mean & SD	Increased 1	Stayed the same 0	Decreased -1	Total
Credit line costs:	0.2 0.7	24 36.4%	33 50.0%	9 13.6%	66 100.0%
Credit line collateral requirements:	0.2 0.6	21 31.8%	39 59.1%	6 9.1%	66 100.0%

Duke CFO magazine Global Business Outlook survey - Asia - Second Quarter, 2010

No violation or near-violation - Facility was renegotiated

(N=81)

	Mean & SD	Expanded 1	Stayed the same 0	Reduced -1	Total
The size of the facility was:	0.2 0.7	23 35.4%	30 46.2%	12 18.5%	65 100.0%
The tenor/maturity of the new facility was:	0.3 0.6	20 31.7%	39 61.9%	4 6.3%	63 100.0%

Duke CFO magazine Global Business Outlook survey - Asia - Second Quarter, 2010**No violation or near-violation - Facility was renegotiated - Other changes specified**

No Credit Aailed.

We build new project with new credit line

Interest rate was reduced.

Duke CFO magazine Global Business Outlook survey - Asia - Second Quarter, 2010**No violation or near-violation - Consider borrowing from all of your credit lines, to what extent had your firm drawn on its lines of credit during 2008/2009?**

Minimum = 0

Maximum = 100

Mean = 44.89

Median = 50

Standard Deviation (Unbiased) = 33.51

95 Percent Confidence Interval Around The Mean = 38.92 - 50.86

99 Percent Confidence Interval Around The Mean = 37.05 - 52.74

Quartiles

1 = 10.50

2 = 50

3 = 78.75

Valid Cases = 121

Missing Cases = 27

Response Percent = 81.8%

Duke CFO magazine Global Business Outlook survey - Asia - Second Quarter, 2010

Near-violation - 12b. Given that you had a near violation...

	Number	Percent	95% CI
The terms of our facility were unchanged during 2008-2009	3	27.3 %	± 31.4 %
Our facility was renegotiated because the term of the facility expired	3	27.3 %	± 31.4 %
We preemptively renegotiated our credit facility	5	45.5 %	± 35.1 %
Total	11	100.0 %	

Missing Cases = 0

Response Percent = 100.0 %

Duke CFO magazine Global Business Outlook survey - Asia - Second Quarter, 2010**Near-violation - Did you renegotiate your credit facility during 2008/2009?**

	Number	Percent	95% CI
We did not renegotiate	2	18.2 %	± 27.2 %
We renegotiated	9	81.8 %	± 27.2 %
Total	11	100.0 %	

Missing Cases = 0

Response Percent = 100.0 %

Duke CFO magazine Global Business Outlook survey - Asia - Second Quarter, 2010

Near-violation - Facility was renegotiated

(N=9)

	Mean & SD	Increased 1	Stayed the same 0	Decreased -1	Total
Credit line costs:	0.8 0.5	6 75.0%	2 25.0%	0 0.0%	8 100.0%
Credit line collateral requirements:	0.1 0.7	2 28.6%	4 57.1%	1 14.3%	7 100.0%

Duke CFO magazine Global Business Outlook survey - Asia - Second Quarter, 2010

Near-violation - Facility was renegotiated

(N=9)

	Mean & SD	Expanded 1	Stayed the same 0	Reduced -1	Total
The size of the facility was:	-0.3 0.7	1 12.5%	4 50.0%	3 37.5%	8 100.0%
The tenor/maturity of the new facility was:	0.3 0.9	4 50.0%	2 25.0%	2 25.0%	8 100.0%

Duke CFO magazine Global Business Outlook survey - Asia - Second Quarter, 2010

Near-violation - Facility was renegotiated - Other changes specified

--- No Response ---

Duke CFO magazine Global Business Outlook survey - Asia - Second Quarter, 2010

Near-violation - Consider borrowing from all of your credit lines,

	Mean	SD	Median	Total
To what extent had your firm drawn on its lines of credit during 2008/2009?	67.8	23.2	75	9
In the period following the violation/renegotiation, how much did the maximum of the line change?	40.5	52.1	15	10
In the period following the violation/renegotiation, what was the percentage drawdown?	50.7	38.9	55	10

Duke CFO magazine Global Business Outlook survey - Asia - Second Quarter, 2010

Violation - We violated:

We violated:	Number	Percent	95% CI
Financial covenant	5	71.4 %	± 51.3 %
Operational covenant	0	0.0 %	± 0.1 %
Other	0	0.0 %	± 0.1 %
Total	5		

Number of Cases =7

Number of Responses =5

Average Number Of Responses Per Case = 0.7

Number Of Cases With At Least One Response =5

Response Percent = 71.4 %

Duke CFO magazine Global Business Outlook survey - Asia - Second Quarter, 2010

Violation - We violated: - Other specified

not applicable

Duke CFO magazine Global Business Outlook survey - Asia - Second Quarter, 2010

Violation - Tell us about your covenant violation and the consequences:

	Number	Percent	95% CI
Even though we violated, we did not renegotiate our facility	0	0.0 %	± 0.0 %
As a result of the violation, we were compelled to renegotiate the facility	2	40.0 %	± 1.8 %
All of our credit lines were canceled	1	20.0 %	± 1.3 %
One or more (but not all) of our credit lines were canceled	2	40.0 %	± 1.8 %
Total	5	100.0 %	

Missing Cases = 214

Response Percent = 2.3 %

Duke CFO magazine Global Business Outlook survey - Asia - Second Quarter, 2010**Violation - Did you renegotiate your credit facility during 2008/2009?**

	Number	Percent	95% CI
We did not renegotiate	1	14.3 %	± 35.0 %
We renegotiated	6	85.7 %	± 35.0 %
Total	7	100.0 %	

Missing Cases = 0

Response Percent = 100.0 %

Duke CFO magazine Global Business Outlook survey - Asia - Second Quarter, 2010

Violation - Facility was renegotiated

(N=6)

	Mean & SD	Increased 1	Stayed the same 0	Decreased -1	Total
Credit line costs:	0.4 0.9	3 60.0%	1 20.0%	1 20.0%	5 100.0%
Credit line collateral requirements:	0.0 0.7	1 20.0%	3 60.0%	1 20.0%	5 100.0%

Duke CFO magazine Global Business Outlook survey - Asia - Second Quarter, 2010

Violation - Facility was renegotiated

(N=6)

	Mean & SD	Expanded 1	Stayed the same 0	Reduced -1	Total
The size of the facility was:	-0.4 0.5	0 0.0%	3 60.0%	2 40.0%	5 100.0%
The tenor/maturity of the new facility was:	0.2 0.4	1 20.0%	4 80.0%	0 0.0%	5 100.0%

Duke CFO magazine Global Business Outlook survey - Asia - Second Quarter, 2010

Violation - Facility was renegotiated - Other changes specified

--- No Response ---

Duke CFO magazine Global Business Outlook survey - Asia - Second Quarter, 2010

Violation - Consider borrowing from all of your (remaining) credit lines,

	Mean	SD	Median	Total
To what extent had your firm drawn on its lines of credit during 2008/2009?	71.4	39.2	90	7
In the period following the violation/renegotiation, how much did the maximum of the line change?	1.0	5.5	0	5
In the period following the violation/renegotiation, what was the percentage drawdown?	24.6	34.0	3	5

Duke CFO magazine Global Business Outlook survey - Asia - Second Quarter, 2010

13. Compared to your company's views prior to the credit crisis, is your company now more willing to pay for a “rainy day” credit facility (which could simply be a larger line of credit than usual), that you have no real intention of drawing on but which would provide liquidity if needed in extreme circumstances?

	Number	Percent	95% CI
No, not willing to pay premium for a rainy day credit facility	72	35.8 %	± 6.3 %
No, not willing to pay premium for a rainy day credit facility because we hold excess cash for the same purpose	56	27.9 %	± 5.8 %
Yes, willing to pay a small premium for a rainy day credit facility	60	29.9 %	± 6.0 %
Yes, willing to pay a moderate premium for a rainy day credit facility	11	5.5 %	± 2.9 %
Yes, willing to pay a large premium for a rainy day credit facility	2	1.0 %	± 1.3 %
Total	201	100.0 %	

Missing Cases = 18

Response Percent = 91.8 %

Duke CFO magazine Global Business Outlook survey - Asia - Second Quarter, 2010**13. Compared to your company's views prior to the credit crisis, is your company now more willing to pay for a "rainy day" credit facility (which could simply be a larger line of credit than usual), that you have no real intention of drawing on but which would provide liquidity if needed in extreme circumstances? - Additional information**

N/A

We have a global treasury centre and borrow from them if need be, but we have never borrowed a single centre only during the first year of operations.

No Credit Aailed.

Though we do not have any credit line/facility with any institution at present, but yes, in present scenarion, we would like to put more in buffer for future needs - just like large premium for a rainy day credit facility

lost cash on derivatives---foreign invetstments not cash positive --servicing that finance burdenalso

Reason being this will further increase cost of borrowing Maybe lead to insolvency

we are managing our credit requirenments against our term deposits with our bankers by paying 50 basis points above the deposit rate with 90% drawing power as we donot need term & working capital from banks

NA

NA

depending upon improvement of the business environment now.

Duke CFO magazine Global Business Outlook survey - Asia - Second Quarter, 2010

Industry

	Number	Percent	95% CI
Manufacturing	56	26.9 %	± 5.8 %
Other	32	15.4 %	± 4.7 %
Banking/Finance/Insurance	22	10.6 %	± 4.0 %
Retail/Wholesale	22	10.6 %	± 4.0 %
Service/Consulting	20	9.6 %	± 3.8 %
Tech [Software/Biotech]	14	6.7 %	± 3.3 %
Mining/Construction	12	5.8 %	± 3.0 %
Healthcare/Pharmaceutical	12	5.8 %	± 3.0 %
Transportation/Energy	10	4.8 %	± 2.8 %
Communications/Media	8	3.8 %	± 2.5 %
Total	208	100.0 %	

Missing Cases = 11

Response Percent = 95.0 %

Duke CFO magazine Global Business Outlook survey - Asia - Second Quarter, 2010**Industry (Other specified)**

Accounting Firm
Audit firm
b2b packaging industry
BPO
Consumer non-durables
Convention Center
Digital Marketing
Education
education
Food processing
global reservation system
Government
Investment holding
IT
Logistics
Marine
Modular Furniture
Offshore
OIL AND GAS INDUSTRY
Publishing
R&D
Real Estate
Real Estate Investment
real estate
real estate - housing
real estate leasing
Semi
Specialty Chemicals
trading, technology, investment
Utility- IPP

Duke CFO magazine Global Business Outlook survey - Asia - Second Quarter, 2010

Sales Revenue

	Number	Percent	95% CI
Less than \$25 million	69	31.9 %	± 6.2 %
\$25-\$99 million	57	26.4 %	± 5.9 %
\$100-\$499 million	49	22.7 %	± 5.6 %
\$500-\$999 million	10	4.6 %	± 2.8 %
\$1-\$4.9 billion	12	5.6 %	± 3.0 %
\$5-\$9.9 billion	2	0.9 %	± 1.3 %
More than \$10 billion	17	7.9 %	± 3.6 %
Total	216	100.0 %	

Missing Cases = 3

Response Percent = 98.6 %

Duke CFO magazine Global Business Outlook survey - Asia - Second Quarter, 2010**Weighted Sales Revenue (Millions)**

Minimum = 25

Maximum = 11000

Mean = 1228.98

Median = 62

Standard Deviation (Unbiased) = 3020.51

95 Percent Confidence Interval Around The Mean = 826.16 - 1631.80

99 Percent Confidence Interval Around The Mean = 699.76 - 1758.19

Skewness = 2.74

Kolmogorov-Smirnov Statistic For Normality = 6.36

Quartiles

1 = 25

2 = 62

3 = 300

Valid Cases = 216

Missing Cases = 3

Response Percent = 98.6%

Duke CFO magazine Global Business Outlook survey - Asia - Second Quarter, 2010

Number of Employees

	Number	Percent	95% CI
Fewer than 100	56	30.3 %	± 5.8 %
100-499	52	28.1 %	± 5.7 %
500-999	19	10.3 %	± 3.8 %
1,000-2,499	20	10.8 %	± 3.9 %
2,500-4,999	9	4.9 %	± 2.7 %
5,000-9,999	9	4.9 %	± 2.7 %
Over 10,000	20	10.8 %	± 3.9 %
Total	185	100.0 %	

Missing Cases = 34

Response Percent = 84.5 %

Duke CFO magazine Global Business Outlook survey - Asia - Second Quarter, 2010**Weighted Number of Employees**

Minimum = 100

Maximum = 12000

Mean = 2225.41

Median = 300

Standard Deviation (Unbiased) = 3812.02

95 Percent Confidence Interval Around The Mean = 1676.09 - 2774.72

99 Percent Confidence Interval Around The Mean = 1503.72 - 2947.09

Skewness = 1.87

Kolmogorov-Smirnov Statistic For Normality = 4.70

Quartiles

1 = 100

2 = 300

3 = 1750

Valid Cases = 185

Missing Cases = 34

Response Percent = 84.5%

Duke CFO magazine Global Business Outlook survey - Asia - Second Quarter, 2010

Headquarters

	Number	Percent	95% CI
India	76	35.0 %	± 6.4 %
Singapore	46	21.2 %	± 5.4 %
Philippines	28	12.9 %	± 4.5 %
Malaysia	23	10.6 %	± 4.1 %
Indonesia	19	8.8 %	± 3.8 %
Other (please specify)	7	3.2 %	± 2.4 %
Thailand	6	2.8 %	± 2.2 %
Taiwan	6	2.8 %	± 2.2 %
Japan	2	0.9 %	± 1.3 %
Vietnam	2	0.9 %	± 1.3 %
Korea	1	0.5 %	± 0.9 %
Pakistan	1	0.5 %	± 0.9 %
Laos	0	0.0 %	± 0.0 %
Sri Lanka	0	0.0 %	± 0.0 %
Hong Kong	0	0.0 %	± 0.0 %
Cambodia	0	0.0 %	± 0.0 %
People's Republic of China	0	0.0 %	± 0.0 %
U.S.	0	0.0 %	± 0.0 %
Europe	0	0.0 %	± 0.0 %
Myanmar	0	0.0 %	± 0.0 %
Total	217	100.0 %	

Missing Cases = 2

Response Percent = 99.1 %

Duke CFO magazine Global Business Outlook survey - Asia - Second Quarter, 2010**Headquarters Asia (Other Specified)**

¥xÆW

Australia

Australia

Bangkok

bangkok

China

China

Dubai

Jaduguda near Jamshedpur pin 832102 Jharkhand state India

Jakarta

Jakarta

New Delhi

UK

Duke CFO magazine Global Business Outlook survey - Asia - Second Quarter, 2010**Ownership**

	Number	Percent	95% CI
Private	146	69.9 %	± 6.3 %
Public	54	25.8 %	± 5.8 %
Government	8	3.8 %	± 2.5 %
Nonprofit	1	0.5 %	± 0.9 %
Total	209	100.0 %	

Missing Cases = 10

Response Percent = 95.4 %

Duke CFO magazine Global Business Outlook survey - Asia - Second Quarter, 2010

Foreign Sales

	Number	Percent	95% CI
0%	43	20.6 %	± 5.3 %
1-24%	80	38.3 %	± 6.4 %
25-50%	26	12.4 %	± 4.3 %
More than 50%	60	28.7 %	± 6.0 %
Total	209	100.0 %	

Missing Cases = 10

Response Percent = 95.4 %

Duke CFO magazine Global Business Outlook survey - Asia - Second Quarter, 2010

What is your company's credit rating?

	Number	Percent	Cumulative
AAA	15	12.5 %	12.5 %
AA+	24	20.0 %	32.5 %
AA	12	10.0 %	42.5 %
AA-	2	1.7 %	44.2 %
A+	17	14.2 %	58.3 %
A	8	6.7 %	65.0 %
A-	2	1.7 %	66.7 %
BBB+	11	9.2 %	75.8 %
BBB	5	4.2 %	80.0 %
BBB-	1	0.8 %	80.8 %
BB+	5	4.2 %	85.0 %
BB	5	4.2 %	89.2 %
BB-	1	0.8 %	90.0 %
B+	4	3.3 %	93.3 %
B	5	4.2 %	97.5 %
B-	0	0.0 %	97.5 %
CCC	2	1.7 %	99.2 %
CC	0	0.0 %	99.2 %
D	1	0.8 %	100.0 %
Total	120	100.0 %	100.0 %

Missing Cases = 0

Response Percent = 100.0 %

Duke CFO magazine Global Business Outlook survey - Asia - Second Quarter, 2010

What is your company's credit rating?

N=120	Credit Rating		
	Total	Actual	Estimate
		A	B
Total	120 100.0%	71 59.2%	49 40.8%
AAA	15 12.5%	6 8.5%	9 18.4%
AA+	24 20.0%	18 25.4%	6 12.2%
AA	12 10.0%	7 9.9%	5 10.2%
AA-	2 1.7%	1 1.4%	1 2.0%
A+	17 14.2%	12 16.9%	5 10.2%
A	8 6.7%	4 5.6%	4 8.2%
A-	2 1.7%	0 0.0%	2 4.1%
BBB+	11 9.2%	6 8.5%	5 10.2%
BBB	5 4.2%	3 4.2%	2 4.1%
BBB-	1 0.8%	1 1.4%	0 0.0%
BB+	5 4.2%	3 4.2%	2 4.1%
BB	5 4.2%	1 1.4%	4 8.2%
BB-	1 0.8%	1 1.4%	0 0.0%
B+	4 3.3%	2 2.8%	2 4.1%
B	5 4.2%	3 4.2%	2 4.1%

Significance Tests Between Columns: Lower case: $p < .05$ Upper case: $p < .01$

Duke CFO magazine Global Business Outlook survey - Asia - Second Quarter, 2010

What is your company's credit rating?

N=120	<u>Total</u>	<u>Credit Rating</u>	
		Actual	Estimate
		<u>A</u>	<u>B</u>
B-	0 0.0%	0 0.0%	0 0.0%
CCC	2 1.7%	2 2.8%	0 0.0%
CC	0 0.0%	0 0.0%	0 0.0%
D	1 0.8%	1 1.4%	0 0.0%

Significance Tests Between Columns: Lower case: $p < .05$ Upper case: $p < .01$

Duke CFO magazine Global Business Outlook survey - Asia - Second Quarter, 2010

Your job title (e.g., CFO, Asst. Treasurer, etc):

	Number	Percent
CFO	59	31.6 %
Finance Manager	10	5.3 %
CEO	8	4.3 %
Director	6	3.2 %
Managing Director	3	1.6 %
GM	3	1.6 %
Treasurer	2	1.1 %
Finance Director	2	1.1 %
Senior Manager	2	1.1 %
Vice President	2	1.1 %
Manager	2	1.1 %
President	2	1.1 %
FC	2	1.1 %
controller	2	1.1 %
Controller	2	1.1 %
General Manager	2	1.1 %
COO	2	1.1 %
Financial Controller	2	1.1 %
VP Finance	1	0.5 %
COO/CFO	1	0.5 %
partner	1	0.5 %
Human Resources	1	0.5 %
Asst General Manager, Accounts	1	0.5 %
Finance Controller	1	0.5 %
finance director	1	0.5 %
FO	1	0.5 %
Sales Director	1	0.5 %
senior vice president	1	0.5 %
Exec Director	1	0.5 %
Global Accounting Manager	1	0.5 %
director	1	0.5 %
MG.PROPRIETOR-CFO	1	0.5 %
J.G M	1	0.5 %
GM Finance	1	0.5 %
Director - Finance	1	0.5 %
Head of Internal Audit	1	0.5 %
Head of Finance	1	0.5 %
Finance, Controlling & Supply Chain Director	1	0.5 %
sr vice president finance	1	0.5 %
branch manager	1	0.5 %
Assistant Audit Manager	1	0.5 %
Business Controller	1	0.5 %
HEAD - FINANCE & LEGAL	1	0.5 %
President(Finance) & Secretary	1	0.5 %
Vice President, Finance	1	0.5 %
COMPANY SECRETARY	1	0.5 %
Asst Controller Asia, Middle East & Africa	1	0.5 %
Asst. CFO	1	0.5 %
Snr Director, Corporate Services	1	0.5 %
EVP & CFO	1	0.5 %
finance consultant	1	0.5 %
Head - Financial Planning and External Relations GRoup	1	0.5 %
Director and CFO	1	0.5 %
CTO	1	0.5 %
consultant	1	0.5 %
IT Director	1	0.5 %
Regional Commercial Manager	1	0.5 %

Duke CFO magazine Global Business Outlook survey - Asia - Second Quarter, 2010

Your job title (e.g., CFO, Asst. Treasurer, etc):

	Number	Percent
Business Director	1	0.5 %
Finance Cluster Process Driver	1	0.5 %
VP Finance & Corporate Affairs	1	0.5 %
Senior manager finance	1	0.5 %
Head of Department	1	0.5 %
Senior Finance Manager	1	0.5 %
Business Development	1	0.5 %
MD	1	0.5 %
Product Management	1	0.5 %
Sr Manager (Corporate Affairs)	1	0.5 %
ASST	1	0.5 %
Head Finance	1	0.5 %
Director (Finance)	1	0.5 %
GROUP ACCOUNTANT	1	0.5 %
Chairman	1	0.5 %
Managing partner	1	0.5 %
Partner	1	0.5 %
EVP	1	0.5 %
Owner & CFO	1	0.5 %
Environment Inspector	1	0.5 %
FINANCE MANAGER	1	0.5 %
Group Accountant	1	0.5 %
CFO/Director	1	0.5 %
Partner of the firm	1	0.5 %
Finance Executive	1	0.5 %
Financial controller	1	0.5 %
Corporate Affairs Director	1	0.5 %
Finance Services Manager	1	0.5 %
Head M&A and Investor Relations	1	0.5 %
Vice President - Finance & Contracts (Eastern)	1	0.5 %
FINANCE CONTROLLER	1	0.5 %
Consultant	1	0.5 %
Asst Director - Controlling	1	0.5 %
ACCOUNTANT	1	0.5 %
Director Finance	1	0.5 %
Total	187	100.0 %

Missing Cases = 32

Response Percent = 85.4 %

Duke CFO magazine Global Business Outlook survey - Asia - Second Quarter, 2010

When writing about the results of this survey, reporters often like to talk with CFOs to add real-world examples to their stories. Would you be willing to discuss your views and experiences with the press?

	Number	Percent	95% CI
Yes (if you check yes, please provide your name, company, and the best way to reach you)	41	22.9 %	± 5.2 %
No	138	77.1 %	± 6.5 %
Total	179	100.0 %	

Missing Cases = 40

Response Percent = 81.7 %

