

## Table of Contents

<a href="#">1a. Are you more or less optimistic about the economy of the country where you are based compared to last quarter?</a>	1
<a href="#">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.</a>	2
<a href="#">2a. Are you more or less optimistic about the financial prospects for your own company compared to last quarter?</a>	3
<a href="#">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.</a>	4
<a href="#">3. What are the top three external concerns facing your corporation? (rank #1, #2, #3)</a>	5
<a href="#">3. What are the top three external concerns facing your corporation? Reverse scale &amp; weighted by the number of respondents (Higher number = greater weighted importance)</a>	6
<a href="#">3. What are the top three external concerns facing your corporation? - Other specified</a>	7
<a href="#">4. What are the top three internal, company-specific concerns for your corporation? (rank #1, #2, #3)</a>	8
<a href="#">4. What are the top three internal, company-specific concerns for your corporation? Reverse scale &amp; weighted by the number of respondents (Higher number = greater weighted importance)</a>	9
<a href="#">4. What are the top three internal, company-specific concerns your corporation faces? - Other specified</a>	10
<a href="#">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]</a>	11
<a href="#">5. Relative to the previous 12 months, what will be your company's PERCENTAGE CHANGE during the next 12 months for: [Unweighted - Sorted]</a>	12
<a href="#">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]</a>	13
<a href="#">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]</a>	14
<a href="#">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]</a>	15
<a href="#">6. When do you anticipate domestic employment at your firm to return to year-end 2007 (pre-recession) levels?</a>	16
<a href="#">7. Did your company make cuts in any of the following employee-related areas from 2007-2009? – Reduced or eliminated from 2007-2009</a>	17
<a href="#">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</a>	18
<a href="#">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</a>	19
<a href="#">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</a>	20
<a href="#">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</a>	21
<a href="#">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)</a>	22
<a href="#">8. At the present time, in which of the following areas is your company focusing its investment for growth? - Other specified</a>	23
<a href="#">9. How would you characterize your company's market position right now?</a>	24
<a href="#">9. How would you characterize your company's market position right now? - Other specified</a>	25
<a href="#">10. Compared to 2009, how much do you expect consumer/customer demand for your company's goods/ services to change in 2010?</a>	26
<a href="#">10b. If you expect an increase, how confident are you in your company's ability to meet increased demand?</a>	27
<a href="#">11. Compared to Fall 2009, does your company find borrowing now:</a>	28
<a href="#">12. Did your firm experience a covenant violation (or near-violation) for a line of credit during 2008/2009?</a>	29
<a href="#">No violation or near-violation - 12b. Even though there was no credit line violation...</a>	30
<a href="#">No violation or near-violation - Did you renegotiate your credit facility during 2008/2009?</a>	31
<a href="#">No violation or near-violation - Facility was renegotiated</a>	32
<a href="#">No violation or near-violation - Facility was renegotiated</a>	33
<a href="#">No violation or near-violation - Facility was renegotiated - Other changes specified</a>	34
<a href="#">No violation or near-violation - Consider borrowing from all of your credit lines, to what extent had your firm drawn on its</a>	

<a href="#"><u>lines of credit during 2008/2009?</u></a>	35
<a href="#"><u>Near-violation - 12b. Given that you had a near violation...</u></a>	36
<a href="#"><u>Near-violation - Did you renegotiate your credit facility during 2008/2009?</u></a>	37
<a href="#"><u>Near-violation - Facility was renegotiated</u></a>	38
<a href="#"><u>Near-violation - Facility was renegotiated</u></a>	39
<a href="#"><u>Near-violation - Consider borrowing from all of your credit lines,</u></a>	41
<a href="#"><u>Violation - We violated:</u></a>	42
<a href="#"><u>Violation - Tell us about your covenant violation and the consequences:</u></a>	44
<a href="#"><u>Violation - Did you renegotiate your credit facility during 2008/2009?</u></a>	45
<a href="#"><u>Violation - Facility was renegotiated</u></a>	46
<a href="#"><u>Violation - Facility was renegotiated</u></a>	47
<a href="#"><u>Violation - Consider borrowing from all of your (remaining) credit lines,</u></a>	49
<a href="#"><u>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?</u></a>	50
<a href="#"><u>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</u></a>	51
<a href="#"><u>Industry</u></a>	52
<a href="#"><u>Industry (Other specified)</u></a>	53
<a href="#"><u>Sales Revenue</u></a>	54
<a href="#"><u>Weighted Sales Revenue (Millions)</u></a>	55
<a href="#"><u>Number of Employees</u></a>	56
<a href="#"><u>Weighted Number of Employees</u></a>	57
<a href="#"><u>Headquarters</u></a>	58
<a href="#"><u>Headquarters China (Other Specified)</u></a>	59
<a href="#"><u>If your company headquarters is another country, please indicate which country.</u></a>	60
<a href="#"><u>Ownership</u></a>	62
<a href="#"><u>Foreign Sales</u></a>	63
<a href="#"><u>What is your company's credit rating?</u></a>	64
<a href="#"><u>What is your company's credit rating?</u></a>	65
<a href="#"><u>What is your company's credit rating?</u></a>	66
<a href="#"><u>Your job title (e.g., CFO, Asst. Treasurer, etc):</u></a>	67
<a href="#"><u>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?</u></a>	69
<a href="#"><u>Would you be willing to discuss your views and experiences with the press? YES</u></a>	70

**Duke CFO magazine Global Business Outlook survey - China - 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	86	41.5 %	± 6.7 %
2=No change	57	27.5 %	± 6.1 %
1=Less optimistic	64	30.9 %	± 6.3 %
Total	207	100.0 %	

Mean = 2.1

SD = 0.8

Missing Cases = 2

Response Percent = 99.0 %

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

**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 = 68.1

Median = 70

Standard Deviation (Unbiased) = 19.3

95 Percent Confidence Interval Around The Mean = 65.2 - 70.9

### Quartiles

1 = 60

2 = 70

3 = 80

Valid Cases = 176

Missing Cases = 33

Response Percent = 84.2%

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

**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	88	42.9 %	± 6.8 %
2=No change	53	25.9 %	± 6.0 %
1=Less optimistic	64	31.2 %	± 6.3 %
Total	205	100.0 %	

Mean = 2.1

SD = 0.9

Missing Cases = 4

Response Percent = 98.1 %

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

**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.**

### Optimism rating

Minimum = 0

Maximum = 100

Mean = 69.8

Median = 70

Standard Deviation (Unbiased) = 18.4

95 Percent Confidence Interval Around The Mean = 67.1 - 72.6

### Quartiles

1 = 60

2 = 70

3 = 80

Valid Cases = 176

Missing Cases = 33

Response Percent = 84.2%

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

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

(N=209)

	Mean & SD	1st	2nd	3rd	Total
Consumer demand	1.7 0.8	65 31.1%	30 14.4%	25 12.0%	120 57.4%
Other:	1.9 0.8	3 1.4%	4 1.9%	2 1.0%	9 4.3%
Cost of fuel	1.9 0.8	9 4.3%	7 3.3%	7 3.3%	23 11.0%
Government policy	1.9 0.8	32 15.3%	31 14.8%	25 12.0%	88 42.1%
Financial regulation	2.0 0.7	3 1.4%	9 4.3%	3 1.4%	15 7.2%
Credit markets/interest rates	2.0 0.8	9 4.3%	13 6.2%	9 4.3%	31 14.8%
Price pressure from competitors	2.0 0.8	39 18.7%	44 21.1%	42 20.1%	125 59.8%
Currency risk	2.1 0.7	10 4.8%	20 9.6%	14 6.7%	44 21.1%
Foreign competition	2.1 0.9	7 3.3%	6 2.9%	10 4.8%	23 11.0%
Global financial instability	2.2 0.8	16 7.7%	25 12.0%	27 12.9%	68 32.5%
Cost of non-fuel commodities	2.2 0.9	9 4.3%	6 2.9%	15 7.2%	30 14.4%
Federal budget deficit	2.3 0.7	3 1.4%	10 4.8%	9 4.3%	22 10.5%
Environmental regulation	2.4 0.9	4 1.9%	2 1.0%	11 5.3%	17 8.1%
Trade policies and trade agreements	3.0 0.0	0 0.0%	0 0.0%	5 2.4%	5 2.4%

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

### **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
Consumer demand	1.34	1.31	209
Price pressure from competitors	1.18	1.15	209
Government policy	0.88	1.15	209
Global financial instability	0.60	0.97	209
Currency risk	0.40	0.85	209
Credit markets/interest rates	0.30	0.77	209
Cost of non-fuel commodities	0.26	0.71	209
Cost of fuel	0.23	0.71	209
Foreign competition	0.21	0.65	209
Federal budget deficit	0.18	0.58	209
Financial regulation	0.14	0.54	209
Environmental regulation	0.13	0.50	209
Other:	0.09	0.46	209
Trade policies and trade agreements	0.02	0.15	209

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

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

国际贸易

技术进步对传统企业的挑战

劳工短缺

企业内耗

下游产品的竞争压力

行业风险

Commodity Price

Poticial issues in Asia

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

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

(N=209)

	Mean & SD	1st	2nd	3rd	Total
Other:	1.0 0.0	1 0.5%	0 0.0%	0 0.0%	1 0.5%
Ability to maintain margins	1.7 0.8	58 27.8%	37 17.7%	19 9.1%	114 54.5%
Attracting and retaining qualified employees	1.8 0.7	57 27.3%	52 24.9%	25 12.0%	134 64.1%
Ability to forecast results	1.8 0.8	23 11.0%	24 11.5%	13 6.2%	60 28.7%
Balance sheet weakness	2.1 0.9	14 6.7%	8 3.8%	17 8.1%	39 18.7%
Protection of intellectual property	2.1 0.8	2 1.0%	4 1.9%	3 1.4%	9 4.3%
Maintaining morale/productivity	2.1 0.8	30 14.4%	29 13.9%	45 21.5%	104 49.8%
Supply chain risk	2.2 0.8	8 3.8%	14 6.7%	16 7.7%	38 18.2%
Counterparty risk	2.3 0.8	5 2.4%	9 4.3%	13 6.2%	27 12.9%
Pension obligations	2.4 0.7	1 0.5%	4 1.9%	5 2.4%	10 4.8%
Working capital management	2.4 0.8	9 4.3%	12 5.7%	32 15.3%	53 25.4%
Managing IT systems	2.5 0.6	1 0.5%	11 5.3%	12 5.7%	24 11.5%
Cost of health care	2.5 0.6	0 0.0%	2 1.0%	2 1.0%	4 1.9%
Data security	2.6 0.5	0 0.0%	2 1.0%	3 1.4%	5 2.4%

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

### **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
Attracting and retaining qualified employees	1.44	1.23	209
Ability to maintain margins	1.28	1.29	209
Maintaining morale/productivity	0.92	1.10	209
Ability to forecast results	0.62	1.06	209
Working capital management	0.40	0.78	209
Balance sheet weakness	0.36	0.84	209
Supply chain risk	0.33	0.77	209
Counterparty risk	0.22	0.64	209
Managing IT systems	0.18	0.53	209
Pension obligations	0.08	0.37	209
Protection of intellectual property	0.08	0.41	209
Cost of health care	0.03	0.22	209
Data security	0.03	0.23	209
Other:	0.01	0.21	209

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

**4. What are the top three internal, company-specific concerns your corporation faces? - Other specified**

Cost management in general

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

### **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	14.83	34.99	8.89 - 20.78	8	-90	200	133
Research and development spending	7.91	13.66	5.10 - 10.71	5	-8	100	91
Earnings	7.55	25.90	2.99 - 12.11	5	-80	129	124
Wages/Salaries	7.36	10.67	5.60 - 9.12	5	-50	70	141
Marketing/advertising spending	6.93	17.31	3.52 - 10.34	2	-90	80	99
Productivity (output per hour worked)	6.76	15.32	3.70 - 9.83	5	-50	80	96
Number of domestic full-time employees	6.47	15.88	3.58 - 9.36	5	-80	60	116
Technology spending	5.70	19.68	1.52 - 9.88	3	-80	100	85
Number of offshore outsourced employees	3.06	11.50	0.51 - 5.61	0	-50	60	78
Dividends	2.54	16.34	-3.52 - 8.59	0	-50	50	28
Cash on the balance sheet	2.19	16.69	-0.94 - 5.32	2	-75	50	109
Number of domestic temporary employees	2.16	14.45	-0.88 - 5.20	0	-50	100	87
Health care costs	1.68	11.12	-0.70 - 4.06	0	-50	40	84
Share repurchases	0.57	1.97	0.11 - 1.03	0	-1	10	70
Prices of your products	0.31	11.98	-1.89 - 2.52	0	-80	50	113

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

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

(N=209)

	Mean & SD	Positive 1	Zero 0	Negative -1	Total
Wages/Salaries	0.9 0.5	126 89.4%	9 6.4%	6 4.3%	141 100.0%
Capital spending	0.8 0.5	109 82.0%	18 13.5%	6 4.5%	133 100.0%
Research and development spending	0.7 0.5	67 72.0%	23 24.7%	3 3.2%	93 100.0%
Productivity (output per hour worked)	0.7 0.6	74 77.1%	14 14.6%	8 8.3%	96 100.0%
Technology spending	0.6 0.5	57 67.1%	26 30.6%	2 2.4%	85 100.0%
Number of domestic full-time employees	0.6 0.7	89 76.7%	10 8.6%	17 14.7%	116 100.0%
Marketing/advertising spending	0.6 0.6	66 66.0%	28 28.0%	6 6.0%	100 100.0%
Health care costs	0.4 0.6	39 46.4%	40 47.6%	5 6.0%	84 100.0%
Earnings	0.4 0.9	84 66.7%	7 5.6%	35 27.8%	126 100.0%
Dividends	0.3 0.8	13 46.4%	10 35.7%	5 17.9%	28 100.0%
Number of offshore outsourced employees	0.3 0.5	24 30.4%	53 67.1%	2 2.5%	79 100.0%
Number of domestic temporary employees	0.2 0.5	24 27.6%	58 66.7%	5 5.7%	87 100.0%
Cash on the balance sheet	0.2 0.9	61 55.5%	10 9.1%	39 35.5%	110 100.0%
Prices of your products	0.1 0.9	55 48.7%	15 13.3%	43 38.1%	113 100.0%
Share repurchases	0.1 0.4	8 11.3%	60 84.5%	3 4.2%	71 100.0%

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

### **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	13.93	26.24	12.68 - 15.19	6	-53.80	83.41
Technology spending	8.11	15.10	7.17 - 9.05	3	-32.90	44.27
Earnings	7.71	19.94	6.69 - 8.72	5	-43.20	58.31
Research and development spending	6.43	7.95	5.91 - 6.94	5	-8	34.68
Marketing/advertising spending	6.34	12.72	5.57 - 7.10	1	-27	40.86
Dividends	2.15	18.41	0.34 - 3.96	0	-29.50	34.57
Cash on the balance sheet	1.35	16.86	0.40 - 2.31	0	-30.50	34.90
Share repurchases	0.22	1.14	0.14 - 0.30	0	-1	4.43
Prices of your products	0.19	9.08	-0.30 - 0.69	1	-23.20	23.79

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

### **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	5.06	12.16	4.51 - 5.62	5	-24.70	37.59
Wages/Salaries	4.94	7.11	4.64 - 5.24	5	-13.60	28.27
Productivity (output per hour worked)	2.45	8.88	2.03 - 2.88	2	-23.30	36.79
Number of offshore outsourced employees	1.02	8.45	0.54 - 1.49	0	-19.50	25.60
Number of domestic temporary employees	0.38	9.27	-0.10 - 0.86	0	-26.20	30.48
Health care costs	-0.54	8.31	-0.99 - -0.09	0	-20.10	23.48

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

**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
Dividends	2.10	18.58	0.26 - 3.95	0	-29.50	34.57
Earnings	1.17	14.60	0.05 - 2.30	1	-43.20	50
Share repurchases	0.64	1.58	0.40 - 0.88	0	-0.10	4.43
Cash on the balance sheet	-0.24	15.18	-1.56 - 1.07	-2	-20	34.90

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

**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	106	51.7 %	51.7 %
Later in 2010	13	6.3 %	58.0 %
In 2011	27	13.2 %	71.2 %
In 2012	19	9.3 %	80.5 %
In 2013	7	3.4 %	83.9 %
In 2014 or later	7	3.4 %	87.3 %
Possibly never	26	12.7 %	100.0 %
Total	205	100.0 %	100.0 %

Missing Cases = 4

Response Percent = 98.1 %

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

### **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	121	57.9 %	± 6.8 %
Employee training/development	102	48.8 %	± 6.8 %
Domestic workforce	98	46.9 %	± 6.8 %
Wages	92	44.0 %	± 6.8 %
Overtime	92	44.0 %	± 6.8 %
Average hours worked per week	77	36.8 %	± 6.6 %
Company contribution to employee pension benefits	53	25.4 %	± 6.0 %
Outsourced workforce	50	23.9 %	± 5.8 %
Company contribution to employee health benefits	49	23.4 %	± 5.8 %
Retirement benefits	48	23.0 %	± 5.8 %
Company contribution to other employee benefits	29	13.9 %	± 4.7 %
Total	811		

Number of Cases =209

Number of Responses =811

Average Number Of Responses Per Case = 3.9

Number Of Cases With At Least One Response =172

Response Percent = 82.3 %

**Duke CFO magazine Global Business Outlook survey - China - 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**

房屋物业费

旅游, 年会等

旅游疗养等

实物福利

住房公积金

Company outing

## Duke CFO magazine Global Business Outlook survey - China - 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**

	Number	Percent	95% CI
Bonuses	75	35.9 %	± 6.6 %
Wages	68	32.5 %	± 6.4 %
Employee training/development	56	26.8 %	± 6.1 %
Average hours worked per week	54	25.8 %	± 6.0 %
Domestic workforce	53	25.4 %	± 6.0 %
Overtime	46	22.0 %	± 5.7 %
Company contribution to employee pension benefits	41	19.6 %	± 5.5 %
Company contribution to employee health benefits	39	18.7 %	± 5.4 %
Retirement benefits	31	14.8 %	± 4.9 %
Outsourced workforce	25	12.0 %	± 4.5 %
Company contribution to other employee benefits	19	9.1 %	± 4.0 %
Total	507		

Number of Cases =209

Number of Responses =507

Average Number Of Responses Per Case = 2.4

Number Of Cases With At Least One Response =116

Response Percent = 55.5 %

**Duke CFO magazine Global Business Outlook survey - China - 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**

旅游, 年会等

旅游疗养等

住房公积金

Company outing

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

**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=209)

	Not cut	Cut & not restored	Cut & restored
Wages	117 56.0%	24 11.5%	68 32.5%
Bonuses	88 42.1%	46 22.0%	75 35.9%
Average hours worked per week	132 63.2%	23 11.0%	54 25.8%
Overtime	117 56.0%	46 22.0%	46 22.0%
Employee training/development	107 51.2%	46 22.0%	56 26.8%
Retirement benefits	161 77.0%	17 8.1%	31 14.8%
Company contribution to employee health benefits	160 76.6%	10 4.8%	39 18.7%
Company contribution to employee pension benefits	156 74.6%	12 5.7%	41 19.6%
Company contribution to other employee benefits	180 86.1%	10 4.8%	19 9.1%
Domestic workforce	111 53.1%	45 21.5%	53 25.4%
Outsourced workforce	159 76.1%	25 12.0%	25 12.0%

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

### **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	111	53.1 %	± 6.8 %
Developing new product/service	108	51.7 %	± 6.8 %
Improving existing product/service	83	39.7 %	± 6.7 %
Entering new geographic markets	77	36.8 %	± 6.6 %
Not currently investing for growth	35	16.7 %	± 5.1 %
Acquiring assets, a company, or companies	35	16.7 %	± 5.1 %
Other (Please specify)	2	1.0 %	± 1.3 %
Total	451		

Number of Cases =209

Number of Responses =451

Average Number Of Responses Per Case = 2.2

Number Of Cases With At Least One Response =201

Response Percent = 96.2 %

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

**8. At the present time, in which of the following areas is your company focusing its investment for growth? - Other specified**

Build new production line in east China

New Company

new technology

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

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

	Number	Percent	95% CI
Cautiously pursuing growth	111	54.4 %	± 6.8 %
Aggressively pursuing growth	54	26.5 %	± 6.0 %
On the sidelines/in a holding pattern	22	10.8 %	± 4.2 %
Still coping with recession impact	15	7.4 %	± 3.5 %
Other (Please specify)	2	1.0 %	± 1.3 %
Total	204	100.0 %	

Missing Cases = 5

Response Percent = 97.6 %

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

抗衡竞争对手

企业决策者坐以待毙，毫不关心企业。

迁移

steady growth but with some attrition

**Duke CFO magazine Global Business Outlook survey - China - 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 = -70

Maximum = 200

Mean = 19.17

Median = 10

Standard Deviation (Unbiased) = 28.13

95 Percent Confidence Interval Around The Mean = 15.08 - 23.26

99 Percent Confidence Interval Around The Mean = 13.80 - 24.54

**Quartiles**

1 = 5

2 = 10

3 = 27.50

Valid Cases = 182

Missing Cases = 27

Response Percent = 87.1%

**Duke CFO magazine Global Business Outlook survey - China - 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	24	12.8 %	± 4.4 %
2=Somewhat confident	142	75.5 %	± 6.4 %
1=Not confident	22	11.7 %	± 4.2 %
Total	188	100.0 %	

Mean = 2.0

SD = 0.5

Missing Cases = 21

Response Percent = 90.0 %

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

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

	Number	Percent	95% CI
1=Much more difficult	24	15.1 %	± 5.6 %
2=A little more difficult	40	25.2 %	± 6.8 %
3=About the same	63	39.6 %	± 7.7 %
4=A little easier	21	13.2 %	± 5.3 %
5=Much easier	11	6.9 %	± 4.0 %
Total	159	100.0 %	

Mean = 2.7

SD = 1.1

Missing Cases = 0

Response Percent = 100.0 %

**Duke CFO magazine Global Business Outlook survey - China - 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	144	70.6 %	± 6.3 %
Yes, near violation	6	2.9 %	± 2.3 %
Yes, violation	6	2.9 %	± 2.3 %
N/A, our firm did not have a credit facility	48	23.5 %	± 5.9 %
Total	204	100.0 %	

Missing Cases = 0

Response Percent = 100.0 %

## Duke CFO magazine Global Business Outlook survey - China - 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	59	47.6 %	± 8.1 %
Our facility was renegotiated because the term of the facility expired	34	27.4 %	± 7.0 %
We preemptively renegotiated our credit facility	31	25.0 %	± 6.8 %
Total	124	100.0 %	

Missing Cases = 20

Response Percent = 86.1 %

**Duke CFO magazine Global Business Outlook survey - China - 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	49	34.0 %	± 7.8 %
We renegotiated	95	66.0 %	± 7.8 %
Total	144	100.0 %	

Missing Cases = 0

Response Percent = 100.0 %

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

### No violation or near-violation - Facility was renegotiated

(N=95)

	Mean & SD	Increased 1	Stayed the same 0	Decreased -1	Total
Credit line costs:	0.3 0.7	33 41.3%	37 46.3%	10 12.5%	80 100.0%
Credit line collateral requirements:	0.2 0.5	19 25.7%	52 70.3%	3 4.1%	74 100.0%

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

### No violation or near-violation - Facility was renegotiated

(N=95)

	Mean & SD	Expanded 1	Stayed the same 0	Reduced -1	Total
The size of the facility was:	0.4 0.7	41 52.6%	30 38.5%	7 9.0%	78 100.0%
The tenor/maturity of the new facility was:	0.2 0.6	22 29.7%	47 63.5%	5 6.8%	74 100.0%

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

无需贷款，使用部份汇票

**Duke CFO magazine Global Business Outlook survey - China - 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 = 54.84

Median = 60

Standard Deviation (Unbiased) = 34.62

95 Percent Confidence Interval Around The Mean = 48.65 - 61.04

99 Percent Confidence Interval Around The Mean = 46.70 - 62.98

**Quartiles**

1 = 20

2 = 60

3 = 80

Valid Cases = 120

Missing Cases = 24

Response Percent = 83.3%

## Duke CFO magazine Global Business Outlook survey - China - 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	2	33.3 %	± 54.3 %
Our facility was renegotiated because the term of the facility expired	1	16.7 %	± 42.9 %
We preemptively renegotiated our credit facility	3	50.0 %	± 57.6 %
Total	6	100.0 %	

Missing Cases = 0

Response Percent = 100.0 %

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

	Number	Percent	95% CI
We did not renegotiate	2	33.3 %	± 54.3 %
We renegotiated	4	66.7 %	± 54.3 %
Total	6	100.0 %	

Missing Cases = 0

Response Percent = 100.0 %

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

### Near-violation - Facility was renegotiated

(N=4)

	Mean & SD	Increased 1	Stayed the same 0	Decreased -1	Total
Credit line costs:	0.7 0.6	2 66.7%	1 33.3%	0 0.0%	3 100.0%
Credit line collateral requirements:	0.3 0.6	1 33.3%	2 66.7%	0 0.0%	3 100.0%

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

### Near-violation - Facility was renegotiated

(N=4)

	Mean & SD	Expanded 1	Stayed the same 0	Reduced -1	Total
The size of the facility was:	-0.3 1.2	1 33.3%	0 0.0%	2 66.7%	3 100.0%
The tenor/maturity of the new facility was:	0.0 1.0	1 33.3%	1 33.3%	1 33.3%	3 100.0%

**Duke CFO magazine Global Business Outlook survey - China - Second Quarter, 2010****Near-violation - Facility was renegotiated - Other changes specified**

--- No Response ---

**Duke CFO magazine Global Business Outlook survey - China - 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?	70.0	21.6	65	4
In the period following the violation/renegotiation, how much did the maximum of the line change?	33.5	46.0	20	4
In the period following the violation/renegotiation, what was the percentage drawdown?	57.5	44.3	60	4

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

### Violation - We violated:

We violated:	Number	Percent	95% CI
Financial covenant	3	50.0 %	± 62.2 %
Operational covenant	5	83.3 %	± 46.4 %
Other	0	0.0 %	± 0.1 %
Total	8		

Number of Cases =6

Number of Responses =8

Average Number Of Responses Per Case = 1.3

Number Of Cases With At Least One Response =5

Response Percent = 83.3 %

**Duke CFO magazine Global Business Outlook survey - China - Second Quarter, 2010****Violation - We violated: - Other specified**

--- No Response ---

## Duke CFO magazine Global Business Outlook survey - China - 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	1	20.0 %	± 1.3 %
As a result of the violation, we were compelled to renegotiate the facility	3	60.0 %	± 2.3 %
All of our credit lines were canceled	0	0.0 %	± 0.0 %
One or more (but not all) of our credit lines were canceled	1	20.0 %	± 1.3 %
Total	5	100.0 %	

Missing Cases = 204

Response Percent = 2.4 %

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

	Number	Percent	95% CI
We did not renegotiate	2	33.3 %	± 54.3 %
We renegotiated	4	66.7 %	± 54.3 %
Total	6	100.0 %	

Missing Cases = 0

Response Percent = 100.0 %

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

### Violation - Facility was renegotiated

(N=4)

	Mean & SD	Increased 1	Stayed the same 0	Decreased -1	Total
Credit line costs:	1.0 0.0	4 100.0%	0 0.0%	0 0.0%	4 100.0%
Credit line collateral requirements:	0.8 0.5	3 75.0%	1 25.0%	0 0.0%	4 100.0%

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

### Violation - Facility was renegotiated

(N=4)

	Mean & SD	Expanded 1	Stayed the same 0	Reduced -1	Total
The size of the facility was:	-0.8 0.5	0 0.0%	1 25.0%	3 75.0%	4 100.0%
The tenor/maturity of the new facility was:	-0.5 1.0	1 25.0%	0 0.0%	3 75.0%	4 100.0%

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

**Violation - Facility was renegotiated - Other changes specified**

--- No Response ---

## Duke CFO magazine Global Business Outlook survey - China - 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?	82.6	17.9	89	5
In the period following the violation/renegotiation, how much did the maximum of the line change?	5.0	38.7	-5	4
In the period following the violation/renegotiation, what was the percentage drawdown?	79.3	21.0	83.5	4

Duke CFO magazine Global Business Outlook survey - China - 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	65	33.2 %	± 6.3 %
No, not willing to pay premium for a rainy day credit facility because we hold excess cash for the same purpose	55	28.1 %	± 6.0 %
Yes, willing to pay a small premium for a rainy day credit facility	56	28.6 %	± 6.1 %
Yes, willing to pay a moderate premium for a rainy day credit facility	19	9.7 %	± 3.9 %
Yes, willing to pay a large premium for a rainy day credit facility	1	0.5 %	± 0.9 %
Total	196	100.0 %	

Missing Cases = 13

Response Percent = 93.8 %

Duke CFO magazine Global Business Outlook survey - China - 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**

不适用

We have difficulty in getting financing.

Thr' good negotiaion skill

No use when everyone is taking flight to quality as banks will go back on their words on credit

No demands

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

### Industry

	Number	Percent	95% CI
Manufacturing	97	48.3 %	± 6.8 %
Service/Consulting	25	12.4 %	± 4.4 %
Retail/Wholesale	18	9.0 %	± 3.8 %
Banking/Finance/Insurance	14	7.0 %	± 3.4 %
Tech [Software/Biotech]	14	7.0 %	± 3.4 %
Transportation/Energy	13	6.5 %	± 3.3 %
Other	7	3.5 %	± 2.5 %
Mining/Construction	6	3.0 %	± 2.3 %
Healthcare/Pharmaceutical	4	2.0 %	± 1.9 %
Communications/Media	3	1.5 %	± 1.6 %
Total	201	100.0 %	

Missing Cases = 8

Response Percent = 96.2 %

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

办公用文具生产销售

房地产

Automotive

CHEMICAL SERVICES in field of Water,Energy,Air.

Engineering

Exhibitions

Oil & Gas

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

### Sales Revenue

	Number	Percent	95% CI
Less than \$25 million	70	35.0 %	± 6.5 %
\$25-\$99 million	56	28.0 %	± 6.1 %
\$100-\$499 million	40	20.0 %	± 5.4 %
\$500-\$999 million	15	7.5 %	± 3.5 %
\$1-\$4.9 billion	12	6.0 %	± 3.2 %
\$5-\$9.9 billion	3	1.5 %	± 1.6 %
More than \$10 billion	4	2.0 %	± 1.9 %
Total	200	100.0 %	

Missing Cases = 9

Response Percent = 95.7 %

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

Minimum = 25

Maximum = 11000

Mean = 654.86

Median = 62

Standard Deviation (Unbiased) = 1858.40

95 Percent Confidence Interval Around The Mean = 397.30 - 912.42

99 Percent Confidence Interval Around The Mean = 316.48 - 993.24

Skewness = 4.33

Kolmogorov-Smirnov Statistic For Normality = 5.76

**Quartiles**

1 = 25

2 = 62

3 = 300

Valid Cases = 200

Missing Cases = 9

Response Percent = 95.7%

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

### Number of Employees

	Number	Percent	95% CI
Fewer than 100	38	20.4 %	± 5.3 %
100-499	67	36.0 %	± 6.4 %
500-999	23	12.4 %	± 4.3 %
1,000-2,499	24	12.9 %	± 4.4 %
2,500-4,999	7	3.8 %	± 2.5 %
5,000-9,999	12	6.5 %	± 3.2 %
Over 10,000	15	8.1 %	± 3.5 %
Total	186	100.0 %	

Missing Cases = 23

Response Percent = 89.0 %

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

Minimum = 100

Maximum = 12000

Mean = 2039.78

Median = 300

Standard Deviation (Unbiased) = 3489.28

95 Percent Confidence Interval Around The Mean = 1538.33 - 2541.24

99 Percent Confidence Interval Around The Mean = 1380.98 - 2698.59

Skewness = 2.06

Kolmogorov-Smirnov Statistic For Normality = 4.80

**Quartiles**

1 = 300

2 = 300

3 = 1750

Valid Cases = 186

Missing Cases = 23

Response Percent = 89.0%

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

### Headquarters

	Number	Percent	95% CI
People's Republic of China	171	85.1 %	± 5.3 %
Hong Kong	30	14.9 %	± 4.8 %
Cambodia	0	0.0 %	± 0.0 %
India	0	0.0 %	± 0.0 %
Indonesia	0	0.0 %	± 0.0 %
Japan	0	0.0 %	± 0.0 %
Korea	0	0.0 %	± 0.0 %
Laos	0	0.0 %	± 0.0 %
Malaysia	0	0.0 %	± 0.0 %
Myanmar	0	0.0 %	± 0.0 %
Pakistan	0	0.0 %	± 0.0 %
Philippines	0	0.0 %	± 0.0 %
Singapore	0	0.0 %	± 0.0 %
Sri Lanka	0	0.0 %	± 0.0 %
Taiwan	0	0.0 %	± 0.0 %
Thailand	0	0.0 %	± 0.0 %
Vietnam	0	0.0 %	± 0.0 %
U.S.	0	0.0 %	± 0.0 %
Europe	0	0.0 %	± 0.0 %
Other (please specify)	0	0.0 %	± 0.0 %
Total	201	100.0 %	

Missing Cases = 8

Response Percent = 96.2 %

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

北京

北京

大连

大连

广东

广州

江苏

上海

上海

中国

GuangDong

Shanghai

**Duke CFO magazine Global Business Outlook survey - China - Second Quarter, 2010****If your company headquarters is another country, please indicate which country.**

百慕大群岛

德国

德国

荷兰

加拿大

加拿大

美国

美国

美国

美国

美国

美国

日本

日本

日本

瑞典

瑞士

瑞士

**萨摩亚**

香港

香港

香港

英国

中国

中国

中国

中国内地

或樓

藩茨

Canada

China

china

France

Germany

HK

Holland

Hong Kong

hong kong

KSA

London

Netherland

Phillipines

Singapore

Singapore

Taiwan

taiwan

UK

UK

US

US

US

US

USA

USA

USA

USA

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

**If your company headquarters is another country, please indicate which country.**

USA  
usa

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

### Ownership

	Number	Percent	95% CI
Private	111	57.8 %	± 6.8 %
Public	54	28.1 %	± 6.0 %
Government	25	13.0 %	± 4.4 %
Nonprofit	2	1.0 %	± 1.3 %
Total	192	100.0 %	

Missing Cases = 17

Response Percent = 91.9 %

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

**Foreign Sales**

	Number	Percent	95% CI
0%	61	31.3 %	± 6.2 %
1-24%	71	36.4 %	± 6.5 %
25-50%	22	11.3 %	± 4.2 %
More than 50%	41	21.0 %	± 5.4 %
Total	195	100.0 %	

Missing Cases = 14

Response Percent = 93.3 %

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

### What is your company's credit rating?

	Number	Percent	Cumulative
AAA	44	31.2 %	31.2 %
AA+	30	21.3 %	52.5 %
AA	20	14.2 %	66.7 %
AA-	2	1.4 %	68.1 %
A+	14	9.9 %	78.0 %
A	10	7.1 %	85.1 %
A-	3	2.1 %	87.2 %
BBB+	7	5.0 %	92.2 %
BBB	1	0.7 %	92.9 %
BBB-	1	0.7 %	93.6 %
BB+	2	1.4 %	95.0 %
BB	0	0.0 %	95.0 %
BB-	2	1.4 %	96.5 %
B+	1	0.7 %	97.2 %
B	1	0.7 %	97.9 %
B-	1	0.7 %	98.6 %
CCC	0	0.0 %	98.6 %
CC	1	0.7 %	99.3 %
D	1	0.7 %	100.0 %
Total	141	100.0 %	100.0 %

Missing Cases = 0

Response Percent = 100.0 %

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

### What is your company's credit rating?

N=141	Total	Credit Rating	
		Actual A	Estimate B
Total	141 100.0%	110 78.0%	31 22.0%
AAA	44 31.2%	39 35.5%	5 16.1%
		b	a
AA+	30 21.3%	25 22.7%	5 16.1%
AA	20 14.2%	15 13.6%	5 16.1%
AA-	2 1.4%	2 1.8%	0 0.0%
A+	14 9.9%	10 9.1%	4 12.9%
A	10 7.1%	7 6.4%	3 9.7%
A-	3 2.1%	1 0.9%	2 6.5%
BBB+	7 5.0%	5 4.5%	2 6.5%
BBB	1 0.7%	0 0.0%	1 3.2%
BBB-	1 0.7%	1 0.9%	0 0.0%
BB+	2 1.4%	0 0.0%	2 6.5%
		B	A
BB	0 0.0%	0 0.0%	0 0.0%
BB-	2 1.4%	1 0.9%	1 3.2%
B+	1 0.7%	1 0.9%	0 0.0%
B	1 0.7%	1 0.9%	0 0.0%

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

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

### What is your company's credit rating?

N=141	Credit Rating		
	Total	Actual	Estimate
		A	B
B-	1 0.7%	0 0.0%	1 3.2%
CCC	0 0.0%	0 0.0%	0 0.0%
CC	1 0.7%	1 0.9%	0 0.0%
D	1 0.7%	1 0.9%	0 0.0%

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

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

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

	Number	Percent
CFO	69	39.2 %
财务经理	13	7.4 %
CEO	6	3.4 %
财务总监	6	3.4 %
内控总监	4	2.3 %
Financial Controller	4	2.3 %
总监	3	1.7 %
财务主管	3	1.7 %
经理>	3	1.7 %
资金部主	2	1.1 %
Finance Manager	2	1.1 %
Finance Controller	2	1.1 %
资金部主管	2	1.1 %
GM	1	0.6 %
L/C manager	1	0.6 %
内控官员	1	0.6 %
Treasurer	1	0.6 %
MD	1	0.6 %
Director Treasury	1	0.6 %
Controller	1	0.6 %
cFO	1	0.6 %
Chief Accountant	1	0.6 %
Mgr	1	0.6 %
master candidate	1	0.6 %
财务高级主管	1	0.6 %
C F O	1	0.6 %
子公司CEO	1	0.6 %
FINANCIAL CONTROLLER CHINA	1	0.6 %
cio	1	0.6 %
董事长	1	0.6 %
Pacific financial services director	1	0.6 %
Admission Officer	1	0.6 %
CFO Greater China	1	0.6 %
Tax professional	1	0.6 %
FC	1	0.6 %
业务控制经理-财务部	1	0.6 %
CEO/CFQ	1	0.6 %
Regional Controller	1	0.6 %
财会部主管	1	0.6 %
副总裁	1	0.6 %
Business Operations Management	1	0.6 %
副总	1	0.6 %
Finance Director	1	0.6 %
caiwu jingli	1	0.6 %
主管	1	0.6 %
亚太区财务经理	1	0.6 %
Senior Vice President	1	0.6 %
GM, Finance	1	0.6 %
审计主管	1	0.6 %
管理会计主管	1	0.6 %

Assistan GM	1	0.6 %
副总经理	1	0.6 %
合伙人	1	0.6 %
Finance Director, Asia	1	0.6 %
accountant	1	0.6 %
董事	1	0.6 %
CTO	1	0.6 %

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

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

	Number	Percent
Chairman	1	0.6 %
finance controller	1	0.6 %
高级经理	1	0.6 %
財務經理	1	0.6 %
Section Manager	1	0.6 %
COO	1	0.6 %
预算管理部长	1	0.6 %
deputy ceo	1	0.6 %
caiwu jinli	1	0.6 %
总会计师	1	0.6 %
Senior Financial Controller	1	0.6 %
财务部经理	1	0.6 %
投资部副总	1	0.6 %
Total	176	100.0 %

Missing Cases = 33

Response Percent = 84.2 %

**Duke CFO magazine Global Business Outlook survey - China - 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)	20	14.7 %	± 4.0 %
No	116	85.3 %	± 6.8 %
Total	136	100.0 %	

Missing Cases = 73

Response Percent = 65.1 %