

Duke's Fuqua School of Business / CFO Magazine Business Outlook

Results for 196 Asian firms (own-firm changes expected during the next 12 months)

	Sep 2009	May 2009	Feb 2009	Dec 2008	Sept 2008
Weighted Averages for	Expected growth in next 12 months	Expected growth in next 12 months	Expected growth in next 12 months	Expected growth in next 12 months	Expected growth in next 12 months
Earnings growth*	1.4%	3.3%	-8.5%	-7.0%	+6.3%
Capital spending	0.7%	-3.4%	-9.4%	-8.7%	+7.6%
Technology spending	1.1%	0.7%	-5.7%	-2.7%	+4.8%
R&D spending	1.7%	2.0%	Not asked.	Not asked.	Not asked.
Advertising and marketing spending	0.1%	-3.7%	-7.6%	-1.4%	+3.9%
Employment	0.1%	-1.4%	-3.2%	-0.5%	+7.5%
Outsourced Employment	-0.2%	0.8%	-8.0%	+0.9%	+3.6%
Wages and Salaries	5.2%	3.0%	1.7%	+4.4%	+6.6%
Productivity	2.2%	1.4%	1.1%	+1.7%	+4.7%
Inflation (Chg in prices of own-firm products)	-0.4%	-0.9%	-3.9%	-4.0%	+1.5%
Health Care Costs	3.9%	1.1%	4.6%	+3.3%	+4.5%
Dividends*	5.2%	-2.2%	-12.5%	-5.8%	+0.5%
Share Repurchases*	0.0%	0.1%	0.4%	+0.8%	+0.8%
Cash on balance sheet*	2.2%	7.2%	1.2%	-4.7%	+0.2%
Mergers and Acquisitions	Not asked.	Not asked.	15.3% plan to acquire. 10.6% plan to sell part or all of firm.	Not asked.	37.3% plan to acquire. 10.0% plan to sell part or all of firm.

* indicates public firms only. All other numbers for all survey respondents (including private)

ASIA BUSINESS OPTIMISM

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	Sep 2009	May 2009	Feb 2009	Dec 2008	Sept 2008
	Compared to last qtr.	Compared to last qtr.	Compared to last qtr.	Compared to last qtr.	Compared to last qtr.
Optimism about the country's economy	More optimistic: 74.7% Less optimistic: 9.8% No change: 15.5%	More optimistic: 62.5% Less optimistic: 21.8% No change: 15.7%	More optimistic: 14.0% Less optimistic: 73.1% No change: 12.8%	More optimistic: 5.6% Less optimistic: 85.0% No change: 9.4%	More optimistic: 26.7% Less optimistic: 59.0% No change: 14.3%
Optimism about own company	More optimistic: 68.9% Less optimistic: 14.0% No change: 17.1%	More optimistic: 56.3% Less optimistic: 23.5% No change: 20.2%	More optimistic: 16.9% Less optimistic: 62.8% No change: 20.2%	More optimistic: 14.3% Less optimistic: 72.2% No change: 13.5%	More optimistic: 40.7% Less optimistic: 43.1% No change: 16.3%

Top Concerns for Asian Businesses

MACRO CONCERNS

- Consumer Demand
- Credit Markets / Interest Rates
- Volatility of Foreign Currencies
- Foreign Competition

INTERNAL TO OWN FIRM

- Ability to Forecast Results
- Working Capital Management
- Attracting and Retaining Qualified Employees
- Maintaining Morale / Productivity During Economic Downturn