Global CFO Survey: Finance executives pessimistic, earnings and capital spending to slow
----
DUKE UNIVERSITY NEWS
Duke University Office of News & Communications
http://www.dukenews.duke.edu

HOLD FOR RELEASE: 4:40 p.m. EDT Thursday, June 7, 2007

CONTACT: Chris Privett (Duke)
(919) 660-8090
Chris.Privett@duke.edu
or
Jill Totenberg (*CFO* magazine)
(212) 994-7363
jtotenberg@totenberggroup.com

SURVEY: CFO OPTIMISM FALLS; CAPITAL SPENDING AND HIRING TO SLOW; MERGERS AND ACQUISITIONS TO STAY HOT

Note to editors: For additional comment, see contact information at the end of this release.

DURHAM, N.C. -- Optimism about the U.S. economy dipped this quarter among chief financial officers. CFOs expect slow growth in earnings, capital spending and hiring, and are very concerned about rising labor costs and weak consumer demand. The executives also expect merger activity to stay strong for the next 12 months, but to eventually slow due to private equity pushing up the prices of acquisition targets.

These are some of the conclusions of the June 2007 Duke University/*CFO* Business Outlook survey, which asked CFOs from a broad range of global public and private companies about their expectations for the economy. The survey, concluded June 1, generated responses from 804 CFOs, including 484 from the U.S., 172 from Asia and 148 from Europe. The survey of European CFOs was conducted jointly with RSM Erasmus University in the Netherlands. Results in this release are for U.S. companies, unless otherwise noted.

SUMMARY OF SURVEY FINDINGS:

-- Optimism index neared a five-year low (posted in September 2006). Only 26 percent of CFOs are more optimistic about the U.S. economy than they were last quarter, down from 35 percent in March. Thirty percent are more pessimistic.

-- Capital-spending plans have fallen, and virtually no increase in domestic employment is expected, though outsourced employment should rise 7 percent.

-- High labor costs, weak consumer demand and skilled-labor shortages rank among the top concerns of CFOs.

-- Eighty-seven percent of CFOs expect merger-and-acquisition (M&A) activity to remain strong through 2008. Nearly 60 percent of CFOs say M&A will finally slow when private equity has pushed acquisition prices up too high. One-third say activity will slow in 2008 because the best deals will have been completed.

PESSIMISM ABOUT U.S. ECONOMY

The level of optimism about the U.S. economy dropped, with pessimists now outnumbering optimists. The CFO optimism index for the U.S. economy fell into negative territory for the first time this year (see chart at end of release).

“The optimism index has sunk below the water again, to a level that is low by historical standards,” said John R. Graham, director of the survey and a finance professor at Duke’s Fuqua School of Business. “With pessimists outnumbering optimists, the prospects for the U.S. economy are poor. The CFO optimism index has a good track record of predicting future capital spending, employment and earnings. The main reasons that CFOs cite for their reduced economic optimism are increased fuel inflation and slowing consumer demand, driven in part by a weak housing market.”

CFOs’ optimism about their own companies also fell from March. This quarter, 44 percent of CFOs report they are more optimistic about their own company’s financial outlook (down from 49% in March). One in four CFOs is more pessimistic about his/her own firm.

LABOR COSTS AND WEAK CONSUMER DEMAND TOP CORPORATE CONCERNS

CFOs are concerned about the effects a slowing economy will have on their companies. Wage inflation is the biggest concern among U.S. businesses. U.S. companies expect wages and salaries to increase on average more than 4 percent over the coming year, continuing an upward trend over the past several surveys. Weak consumer demand, spurred in part by high fuel costs and a weak housing sector, is also a major concern.

CFOs’ concern about a skilled labor shortage is growing, particularly in the service/consulting, high-technology, and construction industries. Rising health-care costs also remain a top worry, despite a moderate 7.3 percent expected growth during 2007.

MERGER-AND-ACQUISITION ACTIVITY

Corporate M&A activity is expected to remain strong throughout 2007, with 36 percent of firms expecting to increase activity, 56 percent expecting to continue M&A at the same pace as last year and only 7 percent expecting merger activity to wane. M&A should be particularly hot in the service/consulting, health-care and technology industries.

“M&A activity should continue to flourish in 2007,” said Kate O'Sullivan, staff writer at *CFO* magazine. “A full 85 percent of corporations tell us that they expect M&A to remain strong until 2008 or longer, and only weaken when private-equity buyers have pushed up target prices too high and economic growth slows.”

CAPITAL SPENDING, HIRING, EARNINGS

Reduced optimism is reflected in capital spending and hiring plans. Capital spending is expected to grow by 5.2 percent over the next 12 months, down from 6.7 percent growth predicted in March. The return on corporate investment is expected to deliver a healthy 13.2 percent internal rate of return.

On average, U.S. companies expect little employment growth over the next 12 months, a notable drop-off from the 1.6 percent increase forecast in March. At the same time, outsourced employment is expected to increase by nearly 7 percent.

Earnings growth is expected to remain modest. U.S. firms expect their earnings to grow 8.6 percent over the next 12 months, down from double-digit growth one year ago. The earnings slowdown will be greatest in the transportation and manufacturing sectors.

"The CFOs see a toxic cocktail that includes slashed advertising spending, a sharp slowdown in tech spending and the most lethargic growth in employment in four years," said Duke professor Campbell R. Harvey, founding director of the survey.

INFLATION AND PRODUCTIVITY

Inflation is expected to increase over the next 12 months. CFOs say they expect to increase the prices of their own products by 2.3 percent in the next year, up from 1.8 percent in March. Productivity (output per hour of labor) is expected to increase 3.6 percent in the coming year.

RESULTS UNIQUE TO EUROPE

The outlook in Europe is more optimistic than that in the U.S., though less so than last quarter. Forty-one percent of European CFOs have grown more optimistic about the economies of their own countries relative to last quarter, down from the 48 percent reported in March.

European firms expect to increase capital spending by only 4 percent and domestic workforces are expected to contract by an alarming 2.4 percent. The cost of labor is the No. 1 corporate concern in Europe, with skilled-labor shortage and weak consumer demand nearly tied as the No. 2 concern.

More than 90 percent of European CFOs expect M&A activity to be strong for at least another year. The primary factors that will finally slow M&A are the paucity of good deals, higher interest rates and target prices that are too high due to strong private equity demand.

RESULTS UNIQUE TO ASIA

CFO optimism remains strong in Asia, with two-thirds of respondents more optimistic about regional economic growth than they were last quarter. Hiring (8.5 percent) should stay strong during the next 12 months, and capital spending is expected to increase 10.8 percent on average. Very high wage inflation (9.8 percent) is expected.

Nearly 40 percent of CFOs in Asia say that pollution in China creates unsafe work conditions for their employees. Among firms with operations or supply chains in China, more than half say there are unsafe working conditions in China, 40 percent say that dealing with Chinese pollution will impose significant costs on their firms and another 40 percent say that employee health-care costs are much higher due to Chinese pollution.

– – – –

For additional comment, contact Duke's John Graham at (919) 660-7857 or john.graham@duke.edu or *CFO* magazine's Kate O'Sullivan at (617) 345-9700 (x214) or kateosullivan@cfo.com. For commentary about European results, contact Janet Kersnar at +44 0 20 7576 8100 or janetkersnar@cfoeurope.com or Erasmus's Kees Koedijk at +31 10 40 82748 or ckoedijk@rsm.nl. For commentary about Asian results, contact Don Durfee at +852 2585 3275 or dondurfee@economist.com.

Detailed results, including tabular summaries of the numbers in this release and results from previous surveys, are available at <http://www.cfosurvey.org>.

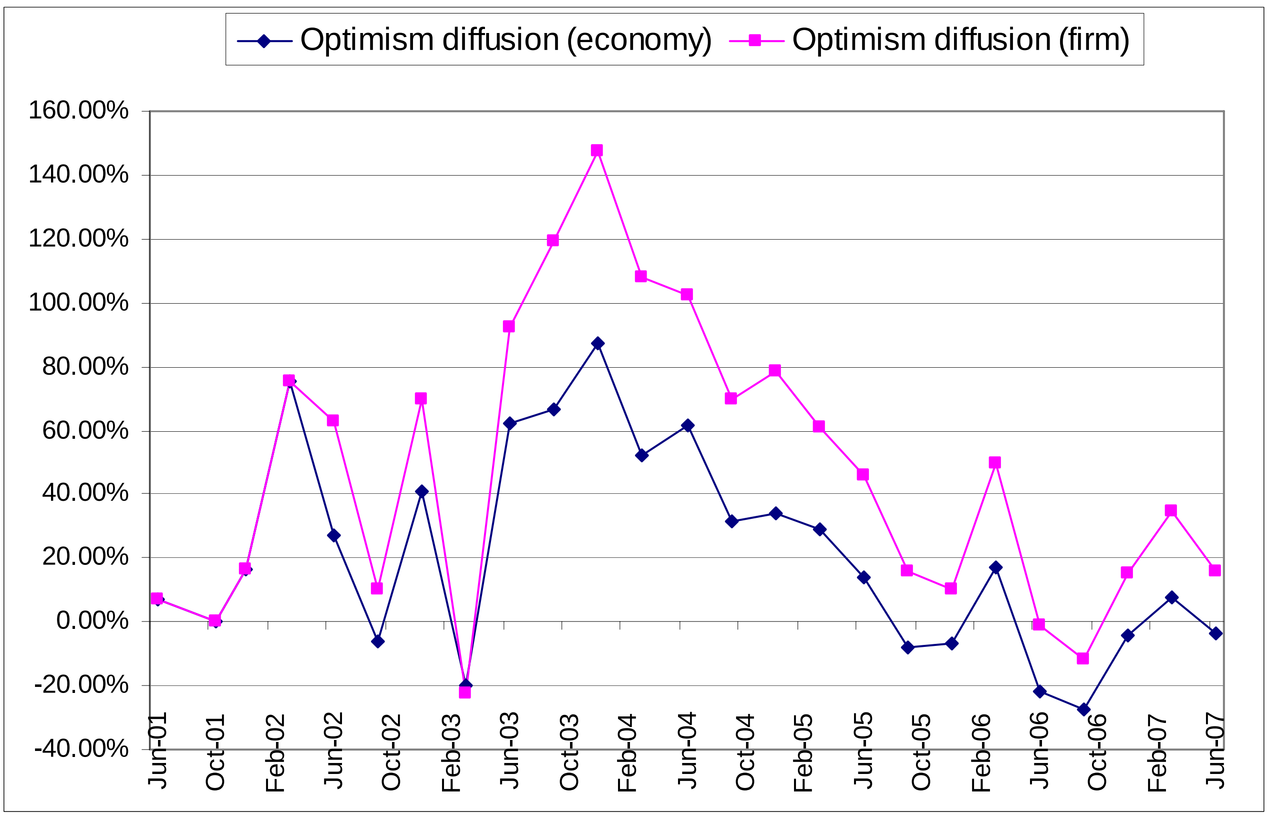
About the survey: This is the 45th consecutive quarter that the CFO Business Outlook survey has been conducted. Among the industries represented in the survey are retail/wholesale, mining/construction, manufacturing, transportation/energy, communications/media, technology, service/consulting and banking/finance/insurance. Revenue-weighted mean growth rates are provided for earnings, revenues, capital spending, technology spending and prices of products. Employee-weighted mean growth rates are used for health-care costs, productivity, number of employees and outsourced employment. The earnings, dividends, share repurchases and cash on balance sheet are for public companies only. Unless explicitly noted, all other numbers are for all companies, including private companies.

About CFO Publishing: *CFO* magazine and CFO.com are owned by CFO Publishing, an Economist Group business. With a rate base of 450,000, *CFO* is the leading business publication for C-level and senior financial executives. It reaches an international audience of corporate leaders with its global group of magazines, including *CFO Europe, CFO Asia* and *CFO China.* For more information, visit <cfo.com>.

Duke's Fuqua School of Business was founded in 1970. Fuqua's mission is to educate business leaders worldwide and to promote the advancement of business management through research. For more information, visit <www.fuqua.duke.edu>.

– – – –

Optimism diffusion measures the percentage of CFOs who have increased optimism minus the percentage who have decreased optimism.



###

Table of Contents

Duke University/CFO Business Outlook Survey - U.S. - Spring, 2007

1. Are you more or less optimistic about the U.S. economy compared to last quarter?

	Number	Percent	95% CI
3=More optimistic	126	26.3 %	± 4.1 %
2=No change	211	44.0 %	± 4.6 %
1=Less optimistic	143	29.8 %	± 4.2 %
Total	480	100.0 %	

Mean = 1.96
SD = 0.75

Missing Cases = 4
Response Percent = 99.2 %

Duke University/CFO Business Outlook Survey - U.S. - Spring, 2007

1b. Rate your optimism about the U.S. economy on a scale from 0-100, with 0 being the least optimistic and 100 being the most optimistic.

Minimum = 4

Maximum = 100

Mean = 65.03

Median = 70

Variance (Unbiased) = 263.22

Standard Deviation (Unbiased) = 16.22

Standard Error Of The Mean = 0.76

95 Percent Confidence Interval Around The Mean = 63.54 - 66.53

99 Percent Confidence Interval Around The Mean = 63.07 - 67.00

Valid Cases = 453
Missing Cases = 31
Response Percent = 93.6%

Duke University/CFO Business Outlook Survey - U.S. - Spring, 2007

Respondent is more optimistic: Why?

less chance that Democrats can hurt US

Business performance in our sector of the Financial Services remains strong

More orders from the last six weeks

continued low interest rates

I think we will exit Iraq.

Hosuing will rebound and oil will moderate

The USD exchange rate is helping exports

housing, energy shocks are fully reflected; positive momentum to ensure toward 08 election cycle

Strong financial markets and ability for U.S. Consumers to absorb price shocks on fuel

More commercial development occuring in our region.

Low inflation, slow growth

Lowered fears of inflation. Strong spend in light of subprime fears.

it currently seems more resiliant.

Sub prime lending will not be drag anticipated

Inflation remains low; FED rate cut more possible

Consumers are still willing to spend!

Earnings reports, stock market performance

construction slow down 1st qt - expect to pick up as this starts busy season for suppliers due to weather.

Slow down due to correction of housing prices less severe than expected

market performance / resiliance

employee is increase & personal income and worst of the housing slump is behind us

political changes

no reason to suspect things are overheated in the us or disadvantaged versus the global economy

less housing risk

INterest rates have stabilized and the economy has been able to absorb the gas price increases which should stabilize soon.

Duke University/CFO Business Outlook Survey - U.S. - Spring, 2007

Respondent is more optimistic: Why?

Looks like housing is close to bottom nationwide (except FL)

1st quarter results were pretty good and Wall Street is looking good.

I've seen changes globally and in earning statements of selective industries that are favorable.

Elections in the future, expect favorable business climate

Stock Market

soft landing achieved

The world economy is getting stronger and the US will benefit along with it.

because housing has not had as big a drag on economy as initially expected

the increase in fuel prices and the housing market have not created a significant problem for businesses/consumers that is yet evident in the jobs data

Goldilock effect is wearing off. Recovery from February 27 drop. Record M&A.

We seem to be in period of sustainable growth.

housing situation further along

Consumer confidence is up and inflation has remained low.

believe that economic signals are more supportive of positive growth

Better housing market and good corporate earnings.

The economy has seemingly absorbed higher energy prices and lower housing prices with less difficulty than anticipated.

Doom and gloom has not come true

job market seems hot, still overheated real estate market continues to cool

China reigning in its stock market & price of gas stabilizing/dropping.

Beginning of stabilization in the housing sector and constained inflation.

allowed foreign immirgrants more leeway to work in the US

More focus on 'greening' which should develop a new industry

Strong stock market performance, continuing low intgerest rates, increased M&A activity

The market is going well, job growth continues and individuals are buying somewhat smarter. With credit card interest reates going up consumers are a little less excited about using credit.

Duke University/CFO Business Outlook Survey - U.S. - Spring, 2007

Respondent is more optimistic: Why?

housing market has not collapsed, stock markets are up

recession didn't happen

Corporate profits are up and the market appears to be immune to the housing problems. Global competition remains tough.

Minimal impact of subprime loan losses on overall economy; continued strength in Corporate earnings

Due to consumer spending levels and change of federal government's outlook on the economy.

trends in the market and seems like more job opportunities are becoming available

We are experiencing strong growth in volumes. I also believe the housing market has begun a slight recovery and will continue to improve.

GDP, housing starts, inflation

I see actual business activity levels exceeding analyst predictions

some of the larger companies are showing improved performance

Possibility of interest rate decreases by Fed.

interest rates, inflation

A major component about the dragging economy is housing which seems to be getting a bit stronger

Hopefully reached the bottom of the housing and mortgage market

Based on continued positive economics trends, stock market growth, and personal experience with my own company

Rebound in mfg activity

Housing downturn is not as bad as expected

Customer order rates have renmained strong.

technology firms expanding, China down trend not affection US stock market to a negative degree

Real estate showing signs of improvement

Econony has absorbed the oil prices and continues to produce decent earnings levels

Recent reductions in 1Q GDP were related to inventory levels much lower than estimated. That suggests much higher GDP in 2Q and 3Q to meet demand plus replenish inventories.

Slowing growth, poor housing market may lead Fed to reduce interest rates.

Duke University/CFO Business Outlook Survey - U.S. - Spring, 2007

Respondent is less optimistic: Why?

Drop in housing market and weaker dollar, both look like longer term trends than before.

high price of commodities

Inflated stock market Enercy pricing global stability

Price of fuels

Price of gas, Iraq and King George Bush

Declining industrial activity

Inflation looms as taxes and interest rates promise to rise.

Contiunued pressure on energy prices will drag the economy into a recession... The stock market is over-valued, not unlike 2001

Continued waekness in housing and high gas prices

Rise in fuel price

Gas prices

US record deficits and spending

Rising energy and subprime market decline

Energy prices

weaker retail demand that has been seen over the last quarter

more signs of slowing; impacts seem broader

effect of commodity prices and decline of housing market

ongoing consumer weakness, which will be exacerbated by high gas prices

Continued deficit, rising interest, high oil price, Iraq war

Bush issues

continued unrealistic growth in the stock market

reaction to negative media attention

Fuel prices (inflation concerns), earnings reports (including future guidance) being released

Impact of housing slump, increase in oil prices, metal prices

retail pressures - gas prices, etc.

Duke University/CFO Business Outlook Survey - U.S. - Spring, 2007

Respondent is less optimistic: Why?

Escalating fuel prices, general inflation concerns in component prices for the manufacturing sector.

General slowdown in consumer spending will have modest short term impact on economic growth

Trend in oil & gas prices has reversed

China, energy and interestrates

Housing is declining and O&G increasing which'll impacts spending, believe this'll offset more positive employment core inflation data

rising oil prices

economic indicators

Food, Utility Cost, State taxation, Fuel cost.

Despite the housing market troubles, a 'soft landing' appears likely.

home sales, interest rates,Q1 growth

1. Continued liqudity in money markets 2. Energy costs

extended housing slump

Higher fuel prices, housing slow down, possible change in China Currency rates.

world conflict

Gas prices, slowing consumer spending, etc.

Mismanagement by the executive office

Stock market volatility

Growing inflation due to increasing demand for and cost of energy

Continuing increase in fuel prices.

political unrest in usa

oil prices, iraq war and middle east tensions, china's unlimited growth

trade deficit, countries increasing reserves with non USD, gas prices

Energy prices

rising oil prices

Fuel Prices, exchange rates, housing sales

Duke University/CFO Business Outlook Survey - U.S. - Spring, 2007

Respondent is less optimistic: Why?

Materially eroded with inflation pressures and oil prices

Overall trend of layoffs, purchases from China, etc.

Later in the cycle

Geopolitical concerns, Excessively high fuel costs, turbulence in the subprime lending market.

gas prices and cost of consumer utilities

the economy appears to be slowing down

Housing, Trade friction

fuel prices without clear future energy policy and continued violence in Iraq

Increasing gasoline prices

More spending on the war approved without conditions

There is continued softness in the real estate industry.

Gas prices and potential impact on inflation

Housing and U.S. Deficit

housing

Lower comsumer spending (housing related and higher fuel costs)

Housing, oil price, Iraq and tensions in the Mideast shouldweigh further on the economy

War in Iraq, lack of leadership in our government, oil prices, China, negative balance of trade

Impact of gasoline prices and residential slowdown

housing trends, gas prices, etc

Widening trade deficit, impending energy crisis

Fuel costs, continued soft housing market

housing, debt

Global risk - energy; middle east

The Housing sector continues to decline.

Growth and stocks remain strong, but the double whammy of energy costs and (in the US) housing deflation are definitely already putting a damper on consumer attitudes.

Duke University/CFO Business Outlook Survey - U.S. - Spring, 2007

Respondent is less optimistic: Why?

continuing reductions in housing

Gasoline prices

Energy costs; Global competition

Rising gas prices, continued sluggish home market

Concern with weakening dollar

housing market impact, high gas prices

gasoline prices at pump

Continuing rising prices, especially oil and gasoline.

High cost of energy, ineffective foreign policy

Higher energy costs

decrease in house sales may put some pressure on individuals who migh have impact in their finances, delaying purchases of consumer goods.

Downurn in GDP, increse in gas prices, decrease in retail sales

Democrats in charge - potential tax increases and meddling

Worry about Private Equity debt and Hedge Funds

Housing slump, continued high spending on Iraq war

Food and Fuel Prices

Residential Housing

retail sales are sluggish

Interest rates rising. Consumer spending flat. Price of gasoline up.

Oil prices

Housing

I have lowered my expectations based on continued increases in gasoline and petroleum as well as a lack of an exit strategy for the Iraq War

Governments are increasing investments in risker markets.

Gas prices increases, drain of war in Iraq on USA resources.

Continuing war in Iraq-lack of political leadership

Duke University/CFO Business Outlook Survey - U.S. - Spring, 2007

Respondent is less optimistic: Why?

Large twin deficits

Worried that high gas prices, interest rates and inflation will push US into a recession.

Energy costs have not subsided and housing remains weak

More mfg moving overseas

Too much debt and trade deficit is imbalanced. Very scary.

monetary pressions

continue housing price/subprime lending problems and some retail softness at Wal-Mart, others.

Housing slowdown and increase in gasoline prices.

Duke University/CFO Business Outlook Survey - U.S. - Spring, 2007

No change in respondent optimism: Why?

i am a little concerned about the slowdown, yet i feel the run up in the stock market makes people few better off and jobs appear to be strong still...we are at an inflection point...reminds me a bit of 1992-93 economic situation

Uncertainty about the tax cuts cloud the planning for the future, so I am expecting a slight slowing of the economy.

no change

No, I certainly believe there has not been enough changes in government policies that make US economy improve

UNTIL THE HOUSING MARKET REDUCES IT'S INVENTORY, IT WILL PUT A CRIMP ON CONSUMER SPENDING

Do not beleive it has changed significantly

na

America (and to an even greater extent, other western nations)continue to 'ignore' the significant threat of terrorism -- both within the US and elsewhere in the world.

Stock Market performance

NO, the fundamentals are the same.

I think that the looseness of the private rquity/hedge funds will collapse and places the markets at risk.

Polictical candidates my stupid statements

More volatility associated with china

Duke University/CFO Business Outlook Survey - U.S. - Spring, 2007

2. 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	212	44.1 %	± 4.6 %
2=No change	151	31.4 %	± 4.3 %
1=Less optimistic	118	24.5 %	± 4.0 %
Total	481	100.0 %	

Mean = 2.20
SD = 0.81

Missing Cases = 3
Response Percent = 99.4 %

Duke University/CFO Business Outlook Survey - U.S. - Spring, 2007

<u>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.</u>

Minimum = 8

Maximum = 100

Mean = 70.14

Median = 75

Variance (Unbiased) = 333.51

Standard Deviation (Unbiased) = 18.26

Standard Error Of The Mean = 0.86

95 Percent Confidence Interval Around The Mean = 68.46 - 71.82

99 Percent Confidence Interval Around The Mean = 67.93 - 72.35

Valid Cases = 452
Missing Cases = 32
Response Percent = 93.4%

Duke University/CFO Business Outlook Survey - U.S. - Spring, 2007

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

(N=484)

	Mean & SD	1st	2nd	3rd	Total
	1.74	88	52	41	181
Consumer demand	0.81	18.2%	10.7%	8.5%	37.4%
	1.80	41	32	22	95
Interest rates	0.79	8.5%	6.6%	4.5%	19.6%
	1.81	66	45	38	149
Skilled labor shortage	0.82	13.6%	9.3%	7.9%	30.8%
	1.89	38	37	27	102
Cost of non-fuel commodities	0.79	7.9%	7.6%	5.6%	21.1%
	1.95	36	9	32	77
Other:	0.94	7.4%	1.9%	6.6%	15.9%
	2.00	68	75	68	211
Cost of labor (wages, salaries, bonuses)	0.80	14.0%	15.5%	14.0%	43.6%
	2.05	41	51	48	140
Cost of fuel	0.80	8.5%	10.5%	9.9%	28.9%
	2.11	17	22	24	63
Foreign competition	0.81	3.5%	4.5%	5.0%	13.0%
	2.16	37	55	62	154
Regulation	0.79	7.6%	11.4%	12.8%	31.8%
	2.16	9	18	16	43
Political stability	0.75	1.9%	3.7%	3.3%	8.9%
	2.17	36	63	63	162
Health care costs	0.77	7.4%	13.0%	13.0%	33.5%
	2.30	7	17	20	44
Currency values	0.73	1.4%	3.5%	4.1%	9.1%
	2.71	1	2	11	14
Terrorism	0.61	0.2%	0.4%	2.3%	2.9%

Duke University/CFO Business Outlook Survey - U.S. - Spring, 2007

3. What are the top three concerns your corporation faces? REVERSED SCALE & WEIGHTED BY NUMBER OF RESPONDENTS (Higher number = greater weighted importance)

	Mean	SD	Total
Cost of labor (wages, salaries, bonuses)	0.87	1.13	483
Consumer demand	0.85	1.20	483
Skilled labor shortage	0.67	1.11	483
Health care costs	0.61	0.97	483
Regulation	0.59	0.97	483
Cost of fuel	0.57	0.98	483
Cost of non-fuel commodities	0.45	0.93	483
Interest rates	0.43	0.94	483
Other:	0.33	0.84	483
Foreign competition	0.25	0.70	483
Currency values	0.16	0.54	483
Political stability	0.16	0.57	483
Terrorism	0.04	0.24	483

Duke University/CFO Business Outlook Survey - U.S. - Spring, 2007

3. What are the top three concerns your corporation faces? (rank #1, #2, #3) --- "Other" Specified

'desperate' competition
Ability to respond to changes in the market
Advertisers going else where
Advertising Market
antipiracy
Attract & keep talent
business demand
business demand
Capital equipment demand
Capital markets
Capital spending
Captial Purchasing
Cash burn rate
catastrophic loss
Combining Like-kind Operations
Competition
Competition
Competition
competition
competition
Construction Cost
consumer perception
cost of building supplies
Cost of keeping up with technology
Customer needs
Deficit Reduction Act
digesting acquisition
DOMESTIC COMPETITION
Domestic Competition
Domestic Competition
Domestic competition
Domestic competition
Domestic competition
domestic competition
effectively managing global growth
equity market decline
Gereral economic downturn
glut of real estate for sale
Gov't pricing
Health of the economy
hedge fund activism
Housing Market
Housing Starts
Intellectual Property rights protection
Internal Efficiency
lack of projects
Legal
M&A/Integration resource constraints
management
Market pressures
Medical Supplies
Medicare reimubursement

Duke University/CFO Business Outlook Survey - U.S. - Spring, 2007

3. What are the top three concerns your corporation faces? (rank #1, #2, #3) --- "Other" Specified

national Disasters
new business growth
non performance from management
Overexpansion
pension funding
Performance
Price competition
public funding
R&D Costs
Raw material supply
real estate values
skilled management shortage
slowing revenue growth
Softening Insurance Market
steel prices
stock market
strike
Supply chain shortages
tort reform
Uncertainty
Weather - drought
Weather - drought in Southeast
Year over year sales growth

Duke University/CFO Business Outlook Survey - U.S. - Spring, 2007

4. 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
Earnings	10.66	31.23	7.43 - 13.89	6	-70	300	359
Number of foreign/off-shore outsourced employees	9.80	35.54	5.07 - 14.53	0	-15	400	217
Capital spending	9.73	39.77	5.60 - 13.86	3	-85	400	356
Health care costs	8.82	10.47	7.76 - 9.88	8	-15	150	374
Dividends	7.75	19.96	3.65 - 11.85	0	0	100	91
Share repurchases	6.51	29.52	2.05 - 10.98	0	-20	300	168
Technology spending	5.17	14.30	3.65 - 6.70	4	-90	100	337
Wages/Salaries	4.50	9.75	3.55 - 5.44	3.80	-35	150	411
Cash on the balance sheet	4.49	29.56	1.08 - 7.91	0	-90	300	288
Marketing/advertising spending	4.13	10.82	2.91 - 5.35	2	-25	100	303
Productivity (output per hour worked)	3.47	3.99	3.02 - 3.93	3	-15	20	299
Number of domestic employees	3.38	13.76	1.93 - 4.82	2	-50	100	348
Prices of your products	2.19	5.83	1.59 - 2.79	3	-30	30	365
Inventory	1.72	16.06	-0.33 - 3.76	0	-50	128	237

Duke University/CFO Business Outlook Survey - U.S. - Spring, 2007

4. Relative to the previous 12 months, what will be your company's PERCENTAGE CHANGE during the next 12 months? (M&A activitity)

M&A activity	Number	Percent	95% CI
Increase	98	36.3 %	± 3.7 %
No change	152	56.3 %	± 4.3 %
Decrease	20	7.4 %	± 2.0 %
Total	270	100.0 %	

Missing Cases = 214
Response Percent = 55.8 %

Duke University/CFO Business Outlook Survey - U.S. - Spring, 2007

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

(N=484)

	Mean & SD	Positive 1	Zero 0	Negative -1	Total
	0.94	357	13	4	374
Health care costs	0.27	95.5%	3.5%	1.1%	100.0%
	0.93	392	10	9	411
Wages/Salaries	0.33	95.4%	2.4%	2.2%	100.0%
	0.78	240	53	6	299
Productivity (output per hour worked)	0.46	80.3%	17.7%	2.0%	100.0%
	0.62	235	79	25	339
Technology spending	0.62	69.3%	23.3%	7.4%	100.0%
	0.58	262	53	50	365
Prices of your products	0.72	71.8%	14.5%	13.7%	100.0%
	0.57	266	35	59	360
Earnings	0.76	73.9%	9.7%	16.4%	100.0%
	0.48	228	73	57	358
Capital spending	0.75	63.7%	20.4%	15.9%	100.0%
	0.46	177	88	38	303
Marketing/advertising spending	0.71	58.4%	29.0%	12.5%	100.0%
Number of foreign/off-shore outsourced	0.46	105	106	6	217
employees	0.55	48.4%	48.8%	2.8%	100.0%
	0.43	41	50	1	92
Dividends	0.52	44.6%	54.3%	1.1%	100.0%
	0.37	206	65	77	348
Number of domestic employees	0.82	59.2%	18.7%	22.1%	100.0%
	0.29	137	100	52	289
Cash on the balance sheet	0.75	47.4%	34.6%	18.0%	100.0%
	0.29	98	152	20	270
M&A activity	0.60	36.3%	56.3%	7.4%	100.0%
	0.17	37	128	7	172
Share repurchases	0.48	21.5%	74.4%	4.1%	100.0%
	0.06	84	84	69	237
Inventory	0.80	35.4%	35.4%	29.1%	100.0%

Duke University/CFO Business Outlook Survey - U.S. - Spring, 2007

<u>What key factors explain your repurchase decisions? (Positive change)</u>

stock is cheap given business outlook

better shareholder value than acquisitions

Cash available from sale of subsidiary

High cash-on-hand vs. low debt levels

provide value to shareholders via stock repurchase

NA

Share price in relation to long-term value; alternative uses of cash and internal rate of return on the alternative use

Cash available and undrlying price

Retirement of senior persons

Enormous cash surplus from products sale

Contractual obligation

Legally required

increased ROI values

Opportunity cost

Private company - passive shareholders looking for liquidity.

We are an S-Corp ESOP and are working toward 100% of shares being owned by the ESOP Trust. This is accomplished by buying back all shares not held in the ESOP Trust

Stock price under-valued.

lower stock price and capital needs

RETURN VALUE TOSHAREHOLDERS

Value of the stock

Share price

Retirement.

NPV of cash flows > Market value.

Cash available from a pending divestiture

Duke University/CFO Business Outlook Survey - U.S. - Spring, 2007

What key factors explain your repurchase decisions? (No change)

Not previously undertaken by Board

Available cash

Capital investment plans

still continuing to purchase at same rate as last year

Availability of cash, and relatively low equity valuation

We are privately-held, so this is a moot point for us.

No applicable.

market conditions; offset dilution from share based comp programs

We have nothing to repurchase.

Not applicable

N/A

The equity level allowed in rates by our utility regulatory commissions.

Expect stock price to remain at relatively high levels

downsizing

Not public. Partnership. Will be some transfers but no repurchases

N/A

Stock price and cash availability

comparison to returns available on alternative investment alternatives

Availability of cash on hand

Attempt to encourage family members not in the business to exit from their ownership position.

n/a

Private Co

Consistently repurchasing but becoming more opportunistic.

Valuation & Free Cash Flow

Demographics / product demand

Other investment opportunities i.e. capex or m&a

Duke University/CFO Business Outlook Survey - U.S. - Spring, 2007

What key factors explain your repurchase decisions? (Negative change)

We completed a significant repurchase in the last 12 months and do not plan to offer another in the coming year.

availability

maintaining stable return on equity

IPO Transaction at parent company in May 2007

Our company is going to be privately owned.

Relative share price; other uses of cash; interest rates; accretion to EPS

Duke University/CFO Business Outlook Survey - U.S. - Spring, 2007

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

	Mean	SD	95% CI	Median	Minimum	Maximum
Earnings	7.41	15.02	7.20 - 7.62	8	-44.80	65.55
Dividends	5.24	10.20	5.02 - 5.46	1	0	45.73
Capital spending	5.16	19.31	4.88 - 5.44	3	-63.60	83.74
Share repurchases	4.22	13.00	3.97 - 4.47	0	-20	54.66
Technology spending	3.85	6.42	3.76 - 3.95	3	-25.60	37.27
Cash on the balance sheet	3.52	17.21	3.24 - 3.80	1	-48.30	59.59
Marketing/advertising spending	2.67	7.61	2.55 - 2.79	2	-25	34.48
Prices of your products	2.30	4.38	2.23 - 2.36	3	-11.40	16.50
Inventory	-0.62	8.21	-0.77 - -0.47	0	-26.40	30.43

Duke University/CFO Business Outlook Survey - U.S. - Spring, 2007

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

	Mean	SD	95% CI	Median	Minimum	Maximum
Health care costs	7.34	3.87	7.29 - 7.39	7	-11.40	26.34
Number of foreign/off-shore outsourced employees	7.05	12.55	6.86 - 7.23	4	-15	65.52
Wages/Salaries	4.21	4.01	4.16 - 4.26	4	-22.80	34.32
Productivity (output per hour worked)	3.55	3.33	3.50 - 3.60	3	-7.29	14.97
Number of domestic employees	0.41	6.73	0.33 - 0.50	1	-26.10	33.81

Duke University/CFO Business Outlook Survey - U.S. - Spring, 2007

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

	Mean	SD	95% CI	Median	Minimum	Maximum
Earnings	8.61	13.33	8.38 - 8.84	8	-30	65.55
Dividends	4.85	9.25	4.64 - 5.05	1	0	45.73
Cash on the balance sheet	2.89	17.90	2.52 - 3.26	0	-48.30	59.59
Share repurchases	5.70	15.06	5.35 - 6.05	0	-20	54.66

Duke University/CFO Business Outlook Survey - U.S. - Spring, 2007

5a. The Sarbanes-Oxley Act reaches its five-year anniversary this July. How would you characterize the effectiveness of the legislation on a scale from 1 to 5?

	Number	Percent	95% CI
5=Very Effective	13	2.7 %	± 1.7 %
4=	79	16.6 %	± 3.5 %
3=	192	40.3 %	± 4.5 %
2=	151	31.7 %	± 4.3 %
1=Not Effective	42	8.8 %	± 2.7 %
Total	477	100.0 %	

Mean = 2.73
SD = 0.93

Missing Cases = 7
Response Percent = 98.6 %

Duke University/CFO Business Outlook Survey - U.S. - Spring, 2007

5b. How would you characterize the need to repeal or modify certain aspects of Sarbox on a scale from 1 to 5? Reform is:

	Number	Percent	95% CI
5=Badly Needed	166	34.7 %	± 4.4 %
4=	194	40.6 %	± 4.5 %
3=	75	15.7 %	± 3.4 %
2=	35	7.3 %	± 2.5 %
1=Not Needed	8	1.7 %	± 1.5 %
Total	478	100.0 %	

Mean = 3.99
SD = 0.97

Missing Cases = 6
Response Percent = 98.8 %

Duke University/CFO Business Outlook Survey - U.S. - Spring, 2007

5c. Compared to your cost of Sarbox compliance in the first year, how much does it cost your company now?

	Number	Percent	95% CI
1=Less	128	29.8 %	± 4.1 %
2=About the Same	252	58.7 %	± 4.6 %
3=More	49	11.4 %	± 2.9 %
Total	429	100.0 %	

Mean = 1.82
SD = 0.62

Missing Cases = 55
Response Percent = 88.6 %

Duke University/CFO Business Outlook Survey - U.S. - Spring, 2007

5c. Compared to your cost of Sarbox compliance in the first year, how much does it cost your company now?

	Mean	SD	Median	Total
Less -- by this percent	-26.69	17.50	-25	124
More -- by this percent	32.19	50.08	20	47

Duke University/CFO Business Outlook Survey - U.S. - Spring, 2007

5d. Overall, do you think that the benefit to shareholders has outweighed the costs of implementing Sarbox?

	Number	Percent	95% CI
5=Benefits greatly outweigh costs	9	1.9 %	± 1.5 %
4=	53	11.3 %	± 3.0 %
3=Costs the same as benefits	85	18.2 %	± 3.5 %
2=	204	43.6 %	± 4.5 %
1=Costs greatly outweigh benefits	117	25.0 %	± 4.0 %
Total	468	100.0 %	

Mean = 2.22
SD = 1.01

Missing Cases = 16
Response Percent = 96.7 %

Duke University/CFO Business Outlook Survey - U.S. - Spring, 2007

6a. Do you expect the recent surge in M&A activity to slow down in the next year?

	Number	Percent	95% CI
No slow down, M&A will stay strong for at least one year	261	54.9 %	± 4.6 %
Yes slow down, but not until 2008	153	32.2 %	± 4.3 %
Yes slow down, but not until Fall 2007	46	9.7 %	± 2.8 %
Yes slow down, starting this summer	15	3.2 %	± 1.8 %
Total	475	100.0 %	

Missing Cases = 9
Response Percent = 98.1 %

Duke University/CFO Business Outlook Survey - U.S. - Spring, 2007

6b. If Yes, what will cause the M&A boom to weaken? [check all that apply]

	Number	Percent	95% CI
Private equity will push up the price of targets to make acquisitions unattractive	135	60.5 %	± 6.7 %
Best deals already done, so remaining deals less profitable	74	33.2 %	± 6.5 %
Weak economic growth	71	31.8 %	± 6.5 %
Increase in interest rates	51	22.9 %	± 5.9 %
Increased regulatory oversight	30	13.5 %	± 4.9 %
Decrease in stock market	25	11.2 %	± 4.6 %
Other:	10	4.5 %	± 3.4 %
Total	396		

Number of Cases =223
Number of Responses =396
Average Number Of Responses Per Case = 1.8
Number Of Cases With At Least One Response =208
Response Percent = 93.3 %

Duke University/CFO Business Outlook Survey - U.S. - Spring, 2007

6b. If Yes, what will cause the M&A boom to weaken? OTHER specified

a recent deal blows up
Confusion and questionable direction in the political leadership
credit available
Elections
FAILED DEALS
less liquidity
NO NEED
Private equity may begin to collapse
run out of stupid lenders
tighter credit
Unrealistic Expectations by both Buyers and Sellers

Duke University/CFO Business Outlook Survey - U.S. - Spring, 2007

7. Some lawmakers are calling for increased transparency of hedge funds' operations and motives. What is your opinion of the current state of hedge fund regulation? [choose best response]

	Number	Percent	95% CI
3=Stricter regulation of hedge funds is needed	266	56.0 %	± 4.6 %
2=Current regulation is adequate	195	41.1 %	± 4.5 %
1=Current regulation is too strict, and should be relaxed	14	2.9 %	± 1.8 %
Total	475	100.0 %	

Mean = 2.53
SD = 0.56

Missing Cases = 9
Response Percent = 98.1 %

Duke University/CFO Business Outlook Survey - U.S. - Spring, 2007

8. On May 21, 2007 the annual yield on 10-yr treasury bonds was 4.8%. Please complete the following:

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
Over the next 10 years, I expect the average annual S&P 500 return will be: There is a 1-in-10 chance it will be less than:	3.17	4.70	2.73 - 3.62	4	-25	50	425
Over the next 10 years, I expect the average annual S&P 500 return will be: Expected return:	8.33	5.89	7.78 - 8.87	8	3	100	449
Over the next 10 years, I expect the average annual S&P 500 return will be: There is a 1-in-10 chance it will be greater than:	11.94	7.65	11.21 - 12.66	11	3	100	425
Over the next year, I expect the average annual S&P 500 return will be: There is a 1-in-10 chance it will be less than:	0.53	6.90	-0.12 - 1.19	3	-25	25	424
Over the next year, I expect the average annual S&P 500 return will be: Expected return:	7.37	3.72	7.02 - 7.71	7	-5	23	449
Over the next year, I expect the average annual S&P 500 return will be: There is a 1-in-10 chance it will be greater than:	12.00	5.24	11.50 - 12.50	11	-5	30	422

Duke University/CFO Business Outlook Survey - U.S. - Spring, 2007

Revenue Weighted: 8. On May 21, 2007 the annual yield on 10-yr treasury bonds was 4.8%. Please complete the following:

	Mean	SD	95% CI	Median	Minimum	Maximum
Over the next 10 years, I expect the average annual S&P 500 return will be: There is a 1-in-10 chance it will be less than:	3.06	3.14	3.02 - 3.10	3.50	-6.04	12.38
Over the next 10 years, I expect the average annual S&P 500 return will be: Expected return:	7.97	2.69	7.94 - 8.01	8	3	19.87
Over the next 10 years, I expect the average annual S&P 500 return will be: There is a 1-in-10 chance it will be greater than:	11.76	3.83	11.71 - 11.81	11	3	26.93
Over the next year, I expect the average annual S&P 500 return will be: There is a 1-in-10 chance it will be less than:	0.03	6.31	-0.05 - 0.11	2	-13	14.05
Over the next year, I expect the average annual S&P 500 return will be: Expected return:	7.42	3.44	7.38 - 7.47	7	0.08	14.66
Over the next year, I expect the average annual S&P 500 return will be: There is a 1-in-10 chance it will be greater than:	12.22	4.64	12.16 - 12.28	12	1.73	22.27

Duke University/CFO Business Outlook Survey - U.S. - Spring, 2007

Employee Weighted: 8. On May 21, 2007 the annual yield on 10-yr treasury bonds was 4.8%. Please complete the following:

	Mean	SD	95% CI	Median	Minimum	Maximum
Over the next 10 years, I expect the average annual S&P 500 return will be: There is a 1-in-10 chance it will be less than:	3.33	3.22	3.29 - 3.37	4	-6.04	12.38
Over the next 10 years, I expect the average annual S&P 500 return will be: Expected return:	7.95	2.54	7.92 - 7.97	8	3	19.87
Over the next 10 years, I expect the average annual S&P 500 return will be: There is a 1-in-10 chance it will be greater than:	11.78	3.88	11.74 - 11.83	12	3	26.93
Over the next year, I expect the average annual S&P 500 return will be: There is a 1-in-10 chance it will be less than:	-0.04	6.41	-0.11 - 0.04	2	-13	14.05
Over the next year, I expect the average annual S&P 500 return will be: Expected return:	7.28	3.46	7.24 - 7.32	7	0.08	14.66
Over the next year, I expect the average annual S&P 500 return will be: There is a 1-in-10 chance it will be greater than:	12.11	4.69	12.05 - 12.17	12	1.73	22.27

Duke University/CFO Business Outlook Survey - U.S. - Spring, 2007

9. To what degree do you personally affect the investment decisions of your firm?

	Number	Percent	95% CI
7=A Lot	117	24.6 %	± 4.0 %
6=	86	18.1 %	± 3.6 %
5=Moderate Amount	88	18.5 %	± 3.6 %
4=	41	8.6 %	± 2.7 %
3=A Little	74	15.6 %	± 3.4 %
2=	24	5.1 %	± 2.1 %
1=Not At All	45	9.5 %	± 2.8 %
Total	475	100.0 %	

Mean = 4.75
SD = 1.95

Missing Cases = 9
Response Percent = 98.1 %

Duke University/CFO Business Outlook Survey - U.S. - Spring, 2007

10. For the investments that your company makes this year, what do you expect the internal rate of return (IRR) to be?

	Mean	SD	95% CI	Median	Minimum	Maximum
Worst case: There is a 1-in-10 chance that the actual (realized) IRR will be less than _____ %	6.26	4.55	5.81 - 6.71	5	0	25
Best Guess: I expect the IRR to be _____%	13.17	8.20	12.39 - 13.95	12	0	120
Best case: There is a 1-in-10 chance that the actual (realized) IRR will be greater than _____ %	19.34	10.96	18.26 - 20.42	19	0	100

Duke University/CFO Business Outlook Survey - U.S. - Spring, 2007

11. How do you rate your ability to choose which investment projects will turn out to be profitable to your firm?

	Number	Percent	95% CI
7=Excellent	19	4.1 %	± 2.0 %
6=	120	26.0 %	± 4.0 %
5=	145	31.4 %	± 4.2 %
4=Average	138	29.9 %	± 4.2 %
3=	22	4.8 %	± 2.1 %
2=	13	2.8 %	± 1.7 %
1=Poor	5	1.1 %	± 1.4 %
Total	462	100.0 %	

Mean = 4.82
SD = 1.14

Missing Cases = 22
Response Percent = 95.5 %

Duke University/CFO Business Outlook Survey - U.S. - Spring, 2007

Industry

	Number	Percent	95% CI
Manufacturing	119	24.9 %	± 4.0 %
Banking/Finance/Insurance	66	13.8 %	± 3.2 %
Other	64	13.4 %	± 3.2 %
Retail/Wholesale	59	12.4 %	± 3.1 %
Healthcare/Pharmaceutical	46	9.6 %	± 2.8 %
Service/Consulting	41	8.6 %	± 2.7 %
Mining/Construction	26	5.5 %	± 2.2 %
Communications/Media	21	4.4 %	± 2.0 %
Transportation/Energy	19	4.0 %	± 2.0 %
Tech [Software/Biotech]	16	3.4 %	± 1.8 %
Total	477	100.0 %	

Missing Cases = 7
Response Percent = 98.6 %

Duke University/CFO Business Outlook Survey - U.S. - Spring, 2007

Industry (Other specified)

Agriculture
Agriculture
agriculture
Art Auction
biofuels
BOTTLING
Business Aviation
Catering
Commercial Construction
Commercial Real Estate
commerical construction property mgt
conglomerate
data
Distribution
Education
Education
Education
Education
Education
Education
Electrical Engineering
Energy
Engineering
Engineering & Construction
Food Processing
Forest Products
Gaming
Home Building
Hospitality
Hospitality,Travel, Mktg
Information Services
medical transcription
multi-company, multi-industry holding corp
Newspaper Distribution
non profit
not for profit
Oilfield Services
private investors
Real Estate
Real Estate
Real Estate
Real Estate
Real Estate
Real Estate - REIT
Real Estate Development
Real Estate/Hospitality
real estate
real estate/management company
Residential Mortgage
Restaurants
semiconductor
semiconductor mfg

Duke University/CFO Business Outlook Survey - U.S. - Spring, 2007

Industry (Other specified)

Sports/Entertainment
Telecommunications
telecommunications
timber
Utility
Waste Paper Broker
Waste Services
Water Utility
youth care

Duke University/CFO Business Outlook Survey - U.S. - Spring, 2007

Sales Revenue

	Number	Percent	95% CI
Less than $25 million	35	7.5 %	± 2.5 %
$25-$99 million	94	20.0 %	± 3.7 %
$100-$499 million	130	27.7 %	± 4.1 %
$500-$999 million	46	9.8 %	± 2.8 %
$1-$4.9 billion	87	18.6 %	± 3.6 %
$5-$9.9 billion	31	6.6 %	± 2.4 %
More than $10 billion	46	9.8 %	± 2.8 %
Total	469	100.0 %	

Missing Cases = 15
Response Percent = 96.9 %

Duke University/CFO Business Outlook Survey - U.S. - Spring, 2007

<u>Weighted Sales Revenue (Millions)</u>

Minimum = 25

Maximum = 11000

Mean = 2302.14

Median = 300

Variance (Unbiased) = 12062141.59

Standard Deviation (Unbiased) = 3473.06

Standard Error Of The Mean = 160.37

95 Percent Confidence Interval Around The Mean = 1987.81 - 2616.47

99 Percent Confidence Interval Around The Mean = 1889.18 - 2715.09

Skewness = 1.63

Kolmogorov-Smirnov Statistic For Normality = 7.00

<u>Quartiles</u>

1 = 62
2 = 300
3 = 3000

Valid Cases = 469
Missing Cases = 15
Response Percent = 96.9%

Duke University/CFO Business Outlook Survey - U.S. - Spring, 2007

Number of Employees

	Number	Percent	95% CI
Fewer than 100	57	13.3 %	± 3.0 %
100-499	102	23.7 %	± 3.8 %
500-999	48	11.2 %	± 2.8 %
1,000-2,499	58	13.5 %	± 3.1 %
2,500-4,999	43	10.0 %	± 2.7 %
5,000-9,999	32	7.4 %	± 2.4 %
Over 10,000	90	20.9 %	± 3.6 %
Total	430	100.0 %	

Missing Cases = 54
Response Percent = 88.8 %

Duke University/CFO Business Outlook Survey - U.S. - Spring, 2007

Weighted Number of Employees

Minimum = 100

Maximum = 12000

Mean = 3848.95

Median = 1750

Variance (Unbiased) = 21465855.55

Standard Deviation (Unbiased) = 4633.13

Standard Error Of The Mean = 223.43

95 Percent Confidence Interval Around The Mean = 3411.03 - 4286.87

99 Percent Confidence Interval Around The Mean = 3273.62 - 4424.28

Skewness = 0.96

Kolmogorov-Smirnov Statistic For Normality = 6.05

Quartiles

1 = 300
2 = 1750
3 = 7500

Valid Cases = 430
Missing Cases = 54
Response Percent = 88.8%

Duke University/CFO Business Outlook Survey - U.S. - Spring, 2007

Headquarters

	Number	Percent	95% CI
Midwest US	126	26.3 %	± 4.1 %
Northeast US	124	25.9 %	± 4.0 %
Pacific US	71	14.8 %	± 3.3 %
South Atlantic US	65	13.6 %	± 3.2 %
South Central US	47	9.8 %	± 2.8 %
Europe	19	4.0 %	± 2.0 %
Mountain US	12	2.5 %	± 1.7 %
Asia	9	1.9 %	± 1.5 %
Central/South America	4	0.8 %	± 1.4 %
Canada	2	0.4 %	
Total	479	100.0 %	

Missing Cases = 5
Response Percent = 99.0 %

Duke University/CFO Business Outlook Survey - U.S. - Spring, 2007

Ownership

	Number	Percent	95% CI
Private	239	53.3 %	± 4.6 %
Public, NYSE	127	28.3 %	± 4.1 %
Public, Nasdaq/AMEX	49	10.9 %	± 2.9 %
Nonprofit	25	5.6 %	± 2.2 %
Government	8	1.8 %	± 1.5 %
Total	448	100.0 %	

Missing Cases = 36
Response Percent = 92.6 %

Duke University/CFO Business Outlook Survey - U.S. - Spring, 2007

Foreign Sales

	Number	Percent	95% CI
0%	173	36.1 %	± 4.4 %
1-24%	192	40.1 %	± 4.5 %
25-50%	69	14.4 %	± 3.3 %
Over 50%	45	9.4 %	± 2.8 %
Total	479	100.0 %	

Missing Cases = 5
Response Percent = 99.0 %