

1st Quarter 2011 CFO Outlook Survey Summary Report
– US Detailed Summary

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

This Quarter: 61.70

Last Quarter: 64.30

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.

This Quarter: 64.10

Last Quarter: 65.50

Q1 2010: 58.14

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

This Quarter: 72.00

Last Quarter: 73.00

Q1 2010: 69.49

3. For each of the following, please provide the changes that you expect at your company for the NEXT 12 months (e.g., +3%, -2%, etc.).

	This Quarter	Last Quarter
Net earnings	21.6	16.6
Capital spending	15.7	14.8
Technology spending	14.3	11.2
Revenue	10.6	10.5
Health care costs	9.5	10.1
Hiring	6.1	5.5
Inventory	3.7	3.2
Prices of your products	3.0	2.1
Average salary/comp	2.9	--

4. What geographic area(s) have you been targeting for expanding operations (M&A, hiring, opening offices, etc)?

	Percent
North America	71.7%
Asia	15.3%
China	14.0%
Latin America	13.0%
Western Europe	12.0%
Middle East	6.7%
Central Europe	6.0%
Australia	5.0%
Africa	3.0%
Caribbean and Central America	2.0%

None at this time	18.7%
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5. Given the current crude oil prices, what do you anticipate the price of oil per barrel will be in six months?

	Percent
\$80	4.7%
\$100	34.9%
\$120	42.6%
\$140	10.7%
\$160	5.4%
\$180	1.0%
\$200	0.3%
Over \$200	0.3%

6a. Is your company actively engaged in changing behavior to accommodate oil prices?

	Percent
Yes	20.7 %
No	69.3 %
Not yet, but are planning to	10.0 %

6b. If yes, how is your company changing its behavior in response to high oil prices [Select as many as apply?]

	Percent
Increased prices for the products and/or services our company sells	66.1 %
Adopting advanced technology	37.1 %
Taking steps to become more ecologically responsible or green (i.e. investing in more energy efficient products)	29.0%
Cutting back on corporate travel	19.4%
Decreasing labor costs	11.3%
Modifying travel reimbursement	11.3%
Modifying daily start/stop times and/or work week	6.5%
Other	29.0%

7a. What do you expect the global rate of inflation in your country will be on an annualized basis?

Six months from now	2.9
One year from now	3.9

7b. On a scale of 1 to 5, with 1 being not concerned and 5 being very concerned, rank your concern about inflation over the next 12 months, particularly recognizing rising commodity prices.

	Percent
1=Not Concerned	3.7 %
2	15.7 %
3	36.1%
4	33.4%
5=Very Concerned	11.0%

7c. How has your concern about inflation changed since last quarter?

	Percent
More concerned	57.2 %
Same	40.5%
Less concerned	2.3%

8. On a scale of 1 to 5, with 1 being little impact and 5 being a high impact, rank the financial effects of the following world events from the past 12 months on your company.

	1= Little Impact	2	3	4	5= High Impact
Debt issues, such as the European sovereign debt crisis	29.4%	23.3%	26.4%	16.9%	4.1%
Political unrest, such as protests seen in Bahrain, Libya and Egypt	41.1%	21.5%	19.9%	13.5%	4.0%
Natural disasters, such as the earthquake, Tsunami and nuclear crisis in Japan	44.3%	22.8%	17.1%	11.4%	4.4%
Labor issues, such as the union protests in Wisconsin	59.7%	24.2%	9.4%	5.7%	1.0%

9a. Do you currently use social media in your professional life?

	Percent
Yes, my company has a Facebook account	39.3 %
Yes, my company has a Twitter profile and active feed	26.7 %
Yes, my company has a Linked in profile	32.7 %
Yes, my company has a presence via another social media outlet	6.0%
Not currently, but it is a focus for the next year	15.7%
Not currently, and there are no plans to use social media in the immediate future	32.3%

9b. Does your company monitor social media for opinion about the firm?

	Percent
Yes	47.8 %
No	52.2 %

9c. Do you have concerns about stakeholder communication using social media?

	Percent
Very Concerned	8.4 %
Somewhat Concerned	44.8 %
Not Concerned	35.0%
Indifferent	11.8%

9d. Do you have a satisfactory understanding of your country's social media requirements and regulations?

	Percent
Yes	48.2 %
No	51.8%

10a. The U.S. Dollar versus Euro exchange rate is currently 0.705 (as of April 1, 2011). What do you think the exchange rate will be:

Six months from now	0.725
One year from now	0.741

10b. The U.S. Dollar versus Yen exchange rate is currently 84.29 (as of April 1, 2011). What do you think the exchange rate will be:

Six months from now	75.68
One year from now	77.07

10c. The U.S. Dollar versus Pound exchange rate is currently 0.622 (as of April 1, 2011). What do you think the exchange rate will be:

Six months from now	0.633
One year from now	0.647

10d. The U.S. Dollar versus Mexican Peso exchange rate is currently 11.84 (as of April 1, 2011). What do you think the exchange rate will be:

Six months from now	11.90
One year from now	12.25

11. What do you anticipate the unemployment rate in your country (non-farm payroll employment) will be within the following timeframes?

Six months from now	8.7
One year from now	8.2

12a. How has the Japanese crisis affected the operations of your company?

	Percent
Our company has not been directly affected by the crisis in Japan	75.5%
Our company has been affected	24.5%

12a. The Japanese crisis affected the operations of our company in the following ways:

	Percent
Flow of supplies	50.7%
Sales to Japan	37.0%
Availability of products	34.2%
Travel to and through Japan	23.3%
Employee safety	15.1%
Property damages	6.8%
Other	24.7%

12b. Our company has been affected by the Japanese crisis and we are taking the following actions:

	Percent
Sourcing of materials in other markets	39.7 %
Relocating employees	8.2 %
Repairing property damages	4.1%
Other	31.5%

13. When do you believe indicators such as bond yields, mortgage interest rates, U.S. unemployment rate and rising GDP will collectively improve and result in the start of a recovery in the U.S. economy?

	Percent
We are already in the midst of a recovery	45.8 %
2 nd half of 2011	16.1 %
1 st half 2012	16.1 %
2 nd half 2012	10.4%
2013 or beyond	7.4%
Don't know	4.3%

14a. During the Federal Open Market Committee (FMOc) meeting on March 15, 2011, the Fed kept the target Federal Funds rates at 0 to ¼ percent. What do you think the Federal Funds rate will be:

Six months from now	0.37
One year from now	0.72

14b. Do you support the Federal Reserve's decision to keep interest rates low at this point in time?

	Percent
Yes, they should remain low	68.5%
No, they should begin to increase them	31.5%

15a. Has your company allocated more resources toqard gaining an understanding of all of the elements of the Dodd-Frank Wall Street Reform and Consumer Protection Act by July 2011:

	Percent
Yes	18.2%
No	42.6%
Not applicable	39.2%

15a. Has your company allocated more resources toqard gaining an understanding of all of the elements of the Dodd-Frank Wall Street Reform and Consumer Protection Act by July 2011[NA excluded]:

	Percent
Yes	30.0%
No	70.0%

15b. What provision/element of the Dodd-Frank Wall Street Reform and Consumer Protection Act do you feel will have the strongest impact (detriment) to your company?

	Percent
Creation of the Consumer Financial Protection Bureau (CFPB)	26.1%
Provisions on employee compensation disclosures	19.9%
Provisions for fraud prevention (whistleblower award program)	17.1%
Requirements for private-equity fund managers to register with the SEC	10.4%
Limitations on the offering threshold for companies that don't need to register with the SEC	9.0%
Provision making credit-ratings firms liable for faulty initial ratings	6.6%
New requirements for OTC derivatives agencies to comply with "Regulation FD"	4.3%

15c. What provision/element of the Dodd-Frank Wall Street Reform and Consumer Protection Act are you most supportive of for the future of your company?

	Percent
Provision making credit-ratings firms liable for faulty initial ratings	23.2%
Provisions for fraud prevention (whistleblower award program)	16.5%
Requirements for private-equity fund managers to register with the SEC	14.9%
Provision requiring rating agencies to comply with "Regulation FD"	10.3%
Limitations on the offering threshold for companies that don't need to register with the SEC	9.8%
New requirements for OTC derivatives trading	9.3%
Creation of the Consumer Financial Protection Bureau (CFPB)	8.8%
Provisions on employee compensation disclosures	7.2%

16a. Would you be supportive of a temporary change in law that would provide an incentive for American companies to repatriate foreign earnings from their foreign operations?

	Percent
Yes	67.5%
No	12.2%
Not applicable	20.3%

16a. Would you be supportive of a temporary change in law that would provide an incentive for American companies to repatriate foreign earnings from their foreign operations?

	Percent
Yes	84.7%
No	15.3%

16b. Would you ideally like to see repatriation from or a part of comprehensive corporate tax reform?

	Percent
Repatriation should be included as part of comprehensive corporate tax reform	55.4%
Repatriation should be done independent of comprehensive corporate tax reform	34.7%
I do not support the concept of repatriation	9.8%

16c. If taxes were reduced on repatriated earnings, would your firm be likely to bring accumulated foreign earnings back to the U.S.?

	Percent
Yes	21.6%
No	7.9%
Our company has no accumulated foreign earnings	70.5%

COMPANY DEMOGRAPHICS

Industry

	Number	Percent
Manufacturing	80	26.8 %
Banking/Finance/Insurance	39	13.0 %
Service/Consulting	38	12.7 %
Retail/Wholesale	38	11.3 %
Other	36	12.0 %
Tech [Software/Biotech]	20	6.7 %
Transportation/Energy	16	5.4 %
Healthcare/Pharmaceutical	13	4.3 %
Mining/Construction	12	4.0 %
Communications/Media	8	2.7 %

Sales Revenue

	Number	Percent
Less than \$25 million	56	18.7%
\$25-\$99 million	105	35.1 %
\$100-\$499 million	80	26.8 %
\$500-\$999 million	24	8.0 %
\$1-\$4.9 billion	16	5.4 %
Over \$5 billion	18	6.0 %

Number of Employees

	Number	Percent
Fewer than 100	42	16.2 %
100-499	110	42.3 %
500-999	34	13.1 %
1,000-2,499	29	11.2 %
2,500-4,999	20	7.7 %
5,000-9,999	8	3.1%
Over 10,000	17	6.5 %

Headquarters

	Number	Percent
Midwest	97	32.4 %
Pacific	60	20.1 %
Northeast	59	19.7 %
South Central	46	15.4 %
South Atlantic	29	9.7 %
Mountain	6	2.0 %
Outside U.S.	2	0.7 %

Ownership

	Number	Percent
Private	225	76.3 %
Public, NYSE	35	11.9 %
Public, Nasdaq/AMEX	26	8.8 %
Public, other exchange outside U.S.	9	3.1 %

Foreign Sales

	Number	Percent
0%	118	39.5%
1-24%	131	43.8 %
25-50%	29	9.7 %
Over 50%	21	7.0 %