Global CFO Signals

Wanted: political and regulatory clarity

Q2 2014 Deloitte Member Firms' CFO Surveys: Australia, Austria, Belgium, Chile, Ireland, Netherlands, North America, Southeast Asia, Spain, Switzerland, and United Kingdom

DTTL Global CFO signals
August 2014

About the DTTL Global CFO Program

The Deloitte Touche Tohmatsu Limited (DTTL) Global Chief Financial Officer (CFO) Program is a CFO-centric strategic initiative that brings together a multidisciplinary team of senior Deloitte member firm partners and experienced professionals to help CFOs effectively address the different challenges and demands they experience in their role. The DTTL Global CFO Program and network of Deloitte member firms harness the breadth of Deloitte member firms' capabilities to deliver forward-thinking perspectives and fresh insights to help CFOs manage the complexities of their role, drive more value in their organization, and adapt to the changing strategic shifts in the market.

About Deloitte Member Firm CFO Surveys

Twenty-three Deloitte member firms' CFO surveys, covering 58 countries, are conducted on a quarterly, biannual, or annual basis. The surveys conducted are "pulse surveys" intended to provide CFOs with quarterly information regarding their CFO peers' thinking across a variety of topics. They are not, nor are they intended to be, scientific in any way, including the number of respondents, selection of respondents, or response rate, especially within individual industries. Accordingly, this report summarizes findings for the surveyed populations but does not necessarily indicate economic or industry-wide perceptions or trends. Further, the focus, timing, and respondent group for each survey may vary. Please refer to "About Deloitte Member Firms' CFO Surveys" (page 23) for member firm contacts and information on the scope and survey demographics for each survey.

About DTTL's Global CFO Signals

The purpose of DTTL's *Global CFO Signals* report is to provide highlights of recent CFO survey results from Deloitte member firms. This issue includes the results of the second-quarter 2014 CFO surveys from Deloitte member firms in the following geographies:

Australia: Momentum hits a speed bump

Austria: Expectations retreat

Belgium: Policy concerns cloud optimism

Chile: New government, new focus

Ireland: Innovation, performance, and growth: a new era

Netherlands: Optimism down, but metrics strong

North America: Mixed bag of sentiments

Southeast Asia: Riding the SEA growth wave

Spain: Enhancing the economic situation

Switzerland: Sustained optimism despite risks

United Kingdom: Political risk; corporate expansion

*All numbers with asterisks are averages that have been adjusted to eliminate the effects of stark outliers.

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Global CFO Signals

CFO Sentiment Q2 2014

Wanted: political & regulatory clarity

For CFOs, these may indeed be the best of times. Uncertainty is down. Asset prices are up. Interest rates remain stable. And cash and credit continue to be plentiful. Little wonder, then, that in many of the 11 country reports in this edition of *Global CFO Signals*, finance chiefs are reporting sustained optimism, a healthy risk appetite, and expansionary tactics.

In Ireland, for example, a net 62% of CFOs report being more optimistic about their companies' financial prospects—the highest level ever reported in the survey. Forty-eight percent of Southeast Asia's CFOs report increased optimism—up 4% from their last survey—fueled by manageable inflation and moderate interest rates. And in North America, 44% of CFOs report increased optimism, driven by the strength of their own economies.

"From a CFO's perspective, conditions have been consistently favorable in many of the countries reporting, with the U.S. being the sweet spot," notes Ira Kalish, Chief Global Economist for Deloitte. Understandably, he adds, "businesses have been looking at the positives and taking advantage while they can."

Indeed. In the UK, growth is the top balance-sheet priority for large corporations. Merger-and-acquisition activity is expected to be up in such countries as Australia, Spain, and Switzerland. And in North America, expectations for capital spending rose to 6.8%—the highest level seen since the second quarter of 2013.

Where there is CFO skepticism, however, there is a good reason. In Australia, for example, where net optimism has fallen from 36% in Q1 2014 to 6%, finance chiefs are bothered by an increase in federal-policy uncertainty, the uptick in the Australian dollar's value, and concerns over the multi-speed economy. In Chile, where a new government has introduced a tax-reform initiative, uncertainly over how it will play out has translated into 52% of CFOs feeling less optimistic. And in the UK, where CFOs are anxious about next May's general election and the possibility of a referendum on EU membership, political risk has eclipsed worries about the economy.

"There are obviously also global factors—such as the Russia/Ukraine conflict and the escalation of fighting in Iraq—that could quickly reignite uncertainty," says Kalish. But, overall, CFOs seem to be emboldened by the economic environment, while maintaining a watchful eye on the ever-changing geopolitical landscape.

How does CFO sentiment in Q2 2014 break down? What follows is a synopsis by region:

Americas

In North America, CFOs remain optimistic about their companies' prospects (44% expressing rising optimism versus 19% expressing pessimism), and this quarter, their near-term growth expectations better reflected their enthusiasm. Expectations for year-over-year earnings and domestic hiring reached their highest levels in a year, and sales expectations hit their highest levels in two years. In addition, CFOs remain solidly biased toward growth over reducing costs. Still, their views of certain major economies offer an unsettling undercurrent. While perceptions of North America remain strong, those of the European and Chinese economies declined substantially, with China hitting a new survey low. Meanwhile, in the one South American country reporting—Chile—the sentiment is quite different. There, CFO outlooks this quarter can best be described as troubled, fueled by uncertainty over the new government's policies.

Asia-Pacific

Policy uncertainty is also taking a toll on Australia's CFOs. There, 38% of finance chiefs believe the implications of the new federal budget will have a negative impact on their growth prospects, while 62% predict a negative impact on the Australian economy. Notwithstanding that, CFOs' views on their own companies' metrics for the coming year show a number of continuing positive signs, with a net 68% forecasting increased revenues. Still, the rate of net optimism among CFOs slowed significantly, even though the majority (54%) agrees with the government's formula for fiscal repair. Elsewhere, in Southeast Asia, CFO optimism ticked up slightly in the past six months, driven in particular by the outlook of Indonesia-based finance chiefs. Overall, 77% of CFOs say their companies have met or exceeded their performance goals in the past three years, and 68% have achieved their growth goals. Moreover, sustainable growth is projected to continue, particularly for the emerging nations.

Europe

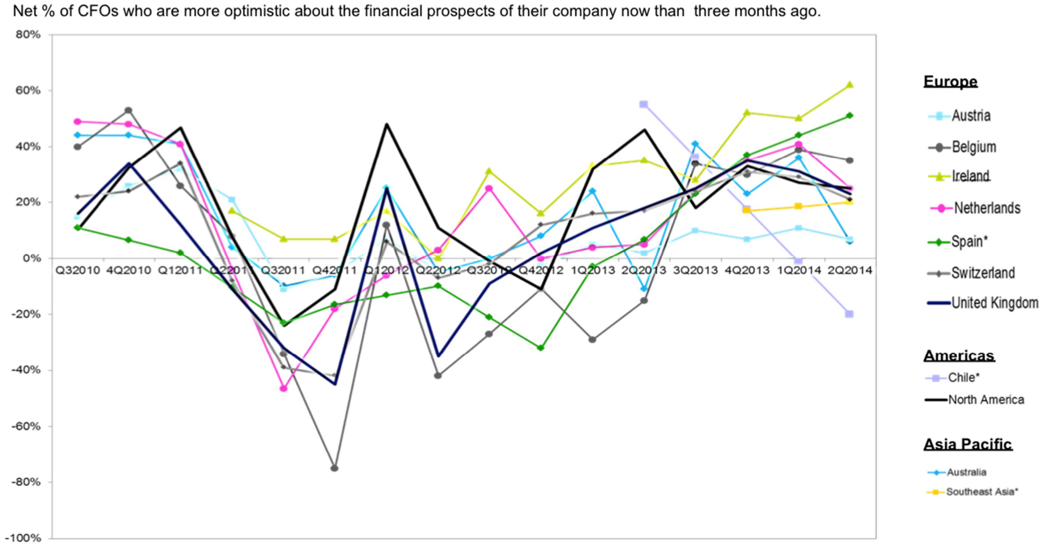
Positive CFO sentiment continues to permeate much of Europe. In Ireland, for example, CFO optimism is apparent in their risk appetite: for the first time a majority of finance chiefs believe it is a good time to take greater risk onto their balance sheets. Moreover, three out of four CFOs expect to increase capital expenditure in the next year. In the UK, CFO expectations for capital spending, hiring, and discretionary spending came in strong again this quarter. Switzerland's finance chiefs are bullish on their own country's prospects as well as their own companies': in fact, 75% report a high level of confidence in the economic outlook. And Spain's CFOs are feeling confident enough that 83% believe their economy will experience a slow recovery or growth in the next 12 months. In Austria, however, there has there been a downturn in CFOs' outlook on the economy as well as their own companies' prospects.

What's next?

While many of the political and regulatory concerns voiced by CFOs this quarter are local in nature, the added geopolitical landscape offers a cautionary lens to their outlook, says Kalish. Still, he says, while those concerns may cloud the CFOs' long-term outlook, for now they have many reasons to be optimistic.

CFO Sentiment: Net Change in Optimism

Net % of CFOs who are more optimistic about the financial prospects of their company now than three months ago.



*A trend line has been plotted for this country as the survey is conducted on a semi-annual or annual basis.

Please note that the surveys conducted vary in timing, sample size and demographic of respondents. As such, these survey responses may not be a statistically accurate representation of the countries / regions identified. Please refer to the end of this publication for information on the scope and survey demographics for each participating survey.

Global CFO Signals
By the Numbers

Risk appetite

CFOs around the globe are again reporting a healthy risk appetite. In the UK, 65% of CFOs say now is the time to take greater risk onto their balance sheets; risk appetite is at its highest level since 2010 in Belgium (42%) and in Spain (46%) since the launch of the survey. Meanwhile, in Ireland, for the first time, a majority of CFOs (62%) say now is a good time to take on greater risk. The sentiment is shared in Australia, where risk appetite—while down from last quarter—still stands at a solid 44%.

Uncertainty

The level of uncertainty continues to drop. In the UK, 49% of CFOs now rate the level of financial and economic uncertainty facing their business as above normal, high, or very high—the lowest reading in four years. For the seventh quarter in a row, the indicator further decreased in Belgium: now only 12% of CFOs rate the level of uncertainty as high or very high. And some countries, such as Ireland, have gotten comfortable enough with the stability in the external environment to stop asking about uncertainty altogether.

Sales/earnings

Expectations for revenues and earnings remain positive overall. Some 81% of Switzerland's CFOs and 79% of Ireland's expect top-line growth this year. North America's CFO expectations for sales growth rose markedly from 4.6% to 6.1%. And margins are up in some countries as well, with 59% of Belgium's finance chiefs, 56% of Ireland's, 48% of Australia's, and 41% of Switzerland's expecting increases in the next 12 months. Meanwhile, UK expectations for revenues and margins hit four-year highs.

Hiring

The news on the global job front is mixed. Overall, some 77% of the UK's finance chiefs expect increases in corporate hiring, Moreover, some 58% of North America's CFOs expect year-over-year gains in domestic hiring at their companies—the highest level in two years. In Belgium, however, 42% of CFOs still foresee reductions in 2014. One point worth noting: in Ireland, where 66% of CFOs expect hiring increases, 70% of CFOs believe that talent costs will impede their companies' performance over the next year.

Corporate strategy

Growth and *expansion* continue to be the watchwords among most CFOs. North America's CFOs indicate a bias toward "pursuing opportunity" over "limiting risk." UK finance chiefs are placing emphasis on expansionary strategies, such as increasing capital expenditure and expanding by acquisition. To realize growth strategies in Southeast Asia, companies are primarily investing in new products or services and in their marketing and sales organizations in existing markets. Still in Belgium, defensive strategies remain more important than expansionary strategies in spite of growing optimism and risk appetite.

M&A activity

Some 89% of the Netherland's CFOs expect M&A activity to increase in the next 12 months, as do 73% of Spain's, 72% of Switzerland's and 60% of Australia's. In Belgium, however, only 44% expect it to be a priority, and in Southeast Asia, just 26% of companies (revenues >$1B) consider M&A a growth strategy.

Deloitte Member Firm CFO Surveys:

Second Quarter 2014 Highlights

Australia

Momentum hits a speed bump

Budget blues

According to the latest Australian CFO Survey, CFO optimism has fallen significantly in Q2, representing a stalling of the positive momentum evident across the prior three quarters. While net optimism remained positive at 6% for the quarter, this is significantly lower than for the third quarter of 2013 (41%), the fourth quarter of 2013 (23%) and the first quarter of this year (36%).

Uncertainty regarding federal government policy, and in particular uncertainty about the impact of the federal budget and its passage through the Senate, has been a major driver of this slowing momentum. Concerns over the strength of the Australian dollar have also risen in the quarter and have contributed to the less optimistic outlook.

There is no doubt that May's federal budget had an impact on CFOs' views of the economy. However, while growth prospects appear dampened, 54% of CFOs believe the rate of fiscal repair being undertaken is appropriate and 18% believe the repair should be faster than what has been proposed. Linking to this debate on fiscal repair, approximately two-thirds of finance chiefs believe there will be an increase in the rate and base of goods and services tax by 2018.

The views of Australia's CFOs seem to suggest that while the tough messages delivered through the federal budget are bad news for the Australian economy, these changes are necessary.

Continued growth expected

While optimism has hit a speed bump this quarter, views on underlying business metrics for the coming year remain strong. A net 68% of CFOs expect their revenues to increase in the coming year, as compared with 78% in Q1.

Highlights from the Q2 2014 Australia CFO Survey:

- The rate of net optimism improvement among CFOs has slowed significantly in the quarter. A net 6% of CFOs are more optimistic about their company's financial prospects than they were three months ago (down from 36% in Q1).
- Business metrics for the coming year remain strong, with 68% net of CFOs expecting revenues to increase and a net 66% expecting operating cash flows to rise.
- Credit remains cheap and available, but internal funding is again more popular than bank borrowing, corporate debt, or equity.
- Risk appetite of CFOs has fallen from the record highs last quarter, but 44% still believe now is a good time to take on more risk.
- The federal budget will have a negative impact on company's growth prospects, according to 38% of CFOs, while 62% predict a negative impact on the growth prospects of the Australian economy.

Market conditions remain tight, however, with only a net 32% of CFOs expecting operating margins to improve in the same timeframe, as compared with net 18% in Q1. This is likely to mean a continued focus on productivity initiatives and ongoing cost constraint.

CFOs also expect increases in operating costs (Q2: net 40%; Q1 net 30%) and headcount (Q2: net 20%; Q1: net 15%). Interestingly, and perhaps reflecting the shifting business sentiment in the last quarter, discretionary spending is now expected to decrease in the coming year (net -4% of CFOs) versus the more bullish result reported

in Q1, where increases in such spending were anticipated (net 10%).
The net result of these trends reflects a continued strong belief of two-thirds (net 66%) of CFOs that their companies will achieve increases in operating cash flow in the coming year (Q1: net 54%).

In this environment it is no surprise that CFOs' record risk appetite expressed in the Q1 has fallen back somewhat in Q2. Some 44% of finance chiefs believe now is a good time to take more risk onto their balance sheets, as opposed to 56% in Q1.

Funding conditions remain strong

Within this backdrop, funding conditions continue to remain favorable and could be a possible source of fuel for future growth. On balance, CFOs see credit as available (net 68%) and cheap (net 34%). This trend has existed for more than a year now. An interesting development in the current quarter, however, is that internal funding has become the most favored source of funding for Australian corporations. This has restored a trend that existed through much of 2012 but fell away in 2013 and the beginning of 2014 as credit conditions changed to favor the bank borrowing market. This too is perhaps reflective of the buffeting of business sentiment that has occurred this quarter.

Austria

Expectations retreat

Tempered outlook

Last quarter, Austria's CFOs were about equally optimistic about market improvement as they were about their own companies. This quarter CFOs are equally united in expecting a downturn in both the development of the market and their companies.

Currently, only 22% of the surveyed CFOs expect an increase in the economy compared with 46% last quarter. As for their own companies, Austria's finance chiefs are also not expecting improvement. Only 38% of survey respondents anticipate an increase in their company's revenues in the next few months; compared with 49% last quarter. Staff size, however, is expected to increase slightly, with 24% of the surveyed CFOs expecting to hire in the coming months.

Stable credit environment

CFOs expect to see an increase in the availability of credit for their companies in the coming months, although the majority of them still believe in a stable credit environment (32% compared with 35% in the previous quarter)

The climate for investments reflects the perceptions of economic development. Only 17% of CFO respondents believe in an improved climate for investing (compared with 26% in the last survey). The majority of the finance chiefs believe in a stable climate for investments (59%). Still, there has been an uptick in the number of CFOs who plan to invest a bit more than in the last quarter (25% compared with 22%).

Highlights from the Q3 2014 Austria CFO Survey:

- Some 22% of CFOs believe that the economy will improve, compared with about 46% in the last survey.
- Almost half (48%) of Austria's CFOs believe they are well-equipped to handle a future financial crisis.
- Some 24% of CFOs believe the climate for investments has declined.
- Only 39% of CFOs expect a revenue increase in the coming months, compared to 49% last quarter.

Last quarter's improved perception of M&A activity was not sustained in the current survey. In fact, the group that increased the most consisted of CFOs who believe that M&A will play a very insignificant role in the next quarter (26% of CFOs, compared with 22% in the previous survey).

Austrian Stock Exchange expectations

After having decreased last quarter, expectations for the Austrian Stock Exchange improved slightly in the current survey.

Belgium

Policy concerns cloud optimism

Business conditions improving

Notwithstanding unexciting overall growth expectations in Belgium and in the eurozone, CFOs are in an optimistic mood for the fourth quarter in a row.

The general level of financial and economic uncertainty has further decreased, and following the strong run in financial markets last year, equities and government bonds are considered adequately priced. Interest rates are expected to remain low for some time, and the feeling is that central bankers will provide more stimulus to the economy to get things moving if required.

One indication of the gradually improving climate is that the percentage of CFOs that turned more pessimistic about the prospects for their own organization has fallen from 50% at the beginning of 2013 to only 10% today, the lowest reading in years.

Good financial performance

Gradually improving business conditions have translated into good business results: at the end of the second quarter, 70% of survey respondents report financial performance is in line with the budget, up from around 50% last year and only 40% in 2012. The percentage of CFOs reporting that second-quarter results will outperform the budgets has gone up from 20% in 2012 and 2013 to 40% today.

There is more good news on the top line, which is expected to grow for 70% of respondents. Considering the modest growth expectations for the Belgian economy as a whole—typically between 1 and 1.5%—growth projections of survey respondents for their own companies seem even bullish: 56% expect top line to grow more than 2%; 32% even predict their revenues to go up by more than 5%.

Highlights from the Q2 2014 Belgium CFO Survey:

- Risk appetite is at the highest level since the launch of the survey in 2009.
- CFO optimism has eased slightly, but still runs well above average. Only 10% of CFOs are pessimistic today, down from 40% a year ago.
- Their positive sentiment is reflected in their financials: 70% of survey respondents report financial performance at the end of the second quarter is in line with the budget.
- Defensive strategies with a focus on efficiency and cost reduction remain top of the agenda, and expansionary strategies gained little ground.
- CFOs are worried about the long-term success of business in Belgium. Political stability and regulatory predictability are key factors to investment and expansionary strategies.

Desire to grow

There has been a marked increase in risk appetite from the beginning of the year, and it has stepped up again this quarter to the high levels we witnessed in 2010. Balance sheets seem healthy and funding is attractive and available overall. Growth expectations in overseas and emerging markets and, to a much lesser extent, in the eurozone or Belgium are the most important drivers for investment.

Cost control, debt reduction, and building up cash helped get business through the recession. CFOs are placing emphasis on expansionary strategies, such as increasing capital expenditure and expanding by acquisition. Yet we see that for about half of organizations, defensive strategies that focus on efficiency and cost reduction remain the most important priority—more important than growth and expansion.

Safeguarding the competitive position of their businesses remains the CFO respondents top concern not only in the short run, but also in the long run. To some extent, the Ukrainian crisis a concern for CFOs. About half of respondents expect that (additional) EU sanctions against Russia will have a negative impact on their businesses, although they say the impact is likely to be limited.

Worrying about the long-term

From the beginning of 2012, we have reported how CFOs evaluate the appropriateness of Belgian financial and economic policy-making for the long- term success of their businesses. Since then, the report has shown reasons for concern. Looking into the details of the various policy areas, Belgium's CFOs are most negative about—and this is not new—taxation and labor market policies. But also policy areas related to urban planning, energy, infrastructure, public expenditure and general levels of regulation for businesses are also considered inappropriate for the long-term success and viability of businesses in Belgium. Only one policy area is evaluated positively: the monetary policy, including interest rates and inflation which fall under the European authority of the European Central Bank.

Challenges for policy makers

With June elections just behind us, 30% of CFOs are optimistic that the results of the vote will have a positive effect on the long-term success of businesses, whereas 15% are pessimistic. CFOs are clear about what should be policy makers' key financial and economic priority: reducing the labor cost by lowering employer contributions. Other priorities (but significantly lower on the list) are the reform of the automatic wage indexation system and labor market flexibility.

CFOs hope new federal and regional governments will be formed soon. Although half of CFOs report that a long government-formation process might have a negative impact on consumer demand and could delay capital spending, hiring, or foreign investments, the other half report their businesses will likely not be impacted.

CFOs might even prefer a long(er) government-formation process, as long as in the end it results in financial and economic policy priorities that will contribute to the long-term viability of their businesses.

It is up to the policy makers to take up the challenge. The results of the Deloitte CFO Survey suggest businesses are willing and ready to invest, provided the long-term perspective is clear. To this end, political stability and regulatory predictability are key.

Chile

New government, new focus

> **Highlights from the 2014 Chile CFO Survey:**
>
> - In the next year, 64% of CFOs expect to focus on cost reduction, and 55% aim to target tax efficiency.
> - CFO optimism has dropped markedly with 32% feeling positive toward their companies' performance versus 61% last year.
> - Chilean CFOs expect to dedicate 43% of their investments to maintaining revenue and company performance, with only 10% going toward innovation.

Uncertainty due to tax reform

A new Chilean government stepped in during 2014, and with it came a new tax-reform project, which promises an overhaul of the way businesses and taxpayers will manage their taxes. Given that this reform is still being developed, there is a general feeling of uncertainty about the impact it will have on finance activity for businesses, as well as the economy itself.

As a consequence, 64% of the surveyed CFOs expect to focus on cost reduction, and 55% aim to target tax efficiency specifically.

Starting to slow down

The optimism of the surveyed CFOs has dropped markedly over the last year, with 32% feeling optimistic versus a staggering 52% feeling less optimistic with respect to their companies' performance. This contrasts to their 2013 perspectives, when 61% felt optimistic and only 6% felt less so.

Chile's CFOs are targeting cost-reduction activities, aiming for growth in their current products/services and geographical markets, and shying away from M&A in favor of organic growth. They do, however, have a slight preference toward investment rather than saving.

The distribution of their investments is rather conservative, with only 10% going toward innovation, while 43% will be assigned to maintaining revenue and the company.

Headwinds on growth

With respect to income and capital expenditure, Chile's CFOs expect these will grow 8% and 6%, respectively.

From the CFOs' point of view, the factors that would encourage growth would be demand specific to their industry and the economic development of Chile, which would explain their concern about tax reform, as it is expected to have a cooling effect on both.

Moreover, surveyed CFOs expect that government regulations and policies, together with the high cost of energy and fuels will be the main factors preventing the growth of their companies.

Ireland

Innovation, performance, and growth: a new era

Highlights from the Q2 2014 Ireland CFO Survey:

- Some 62% of CFOs surveyed believe that now is a good time to take greater risk onto their balance sheets.
- Net optimism continues to rise, standing at 62% this quarter, up from 50% in Q1 2014.
- Talent availability will impede companies' performance for 57% of CFO respondents, while 70% believe talent costs will negatively impact performance.
- Innovation attempts only sometimes return their capital, according to 59% of CFO respondents.
- A net 33% of respondents believe new credit is easily available for Irish corporations, the highest level since the survey began.

Continuing trend of recovery

Ireland appears to be continuing the trend of recovery noted in last quarter's survey, with the country displaying characteristics that position it well to deliver on economic growth: GDP is up, there is an improved outlook for economic growth, market sentiment is positive, and the country's ability to raise funds in the bond market persists. The first post-bailout report on the Irish economy by the International Monetary Fund this quarter praised several key improvements but warned that "significant economic challenges" remain, particularly in relation to high unemployment, public debt, and distressed loans. While the situation remains fragile, the overall outlook is positive, a sentiment echoed by this quarter's respondents to the survey.

Against this backdrop, optimism among CFOs continues to rise. In fact, finance chiefs are more optimistic than they have ever been, with a net 62% being more optimistic about their companies' financial prospects this quarter—the highest level of optimism since the survey began.

The respondents who are feeling more optimistic indicated that this was largely due to external factors, such as market trends and the economy. Those feeling less optimistic correlate this with internal, company-specific factors.

CFOs' optimism is extending to their risk appetite. In fact, 62% of CFOs feel it is a good time to take greater risk onto their company's balance sheet, signaling the first time that a majority of CFO respondents have indicated an increased appetite for risk. This compares with 24% who thought it was a good time to take on greater risk a year ago.

Capital spending up again

A large majority of Ireland's CFOs believe that revenues (79%) will increase over the next 12 months, yet at the same time operating costs (69%) will rise. Nevertheless, 56% of respondents believe increased operating margins are still achievable. Capital expenditure and discretionary spending are on the rise at 68% and 33% of CFOs, respectively, expecting these metrics to increase in the next year.

Expansionary growth continues

In line with previous quarters, almost eight out of every 10 CFO respondents considers their corporate strategy expansionary.

Long-term growth for a company's products and services remains the factor that contributes most positively to investment plans, according to 78% of respondents. Economic growth at home and abroad is also an encouraging contributory factor to investment plans.

One in four CFOs (26%) cites market uncertainty as having a negative impact on their company's investment plans, making this the most unfavorable factor impacting on investment in companies according to respondents.

Financing, debt, and credit

In line with Q1 2014, almost one in four CFOs cites no requirement for funding their organization. For those that do, 17% identified overseas banks as the preferred method of funding, an increase of 14% compared with Q1 2014. In contrast, there is little change in the number of Ireland's CFOs who identified domestic banks (31%) and corporate bonds (17%) as the preferred method of funding.

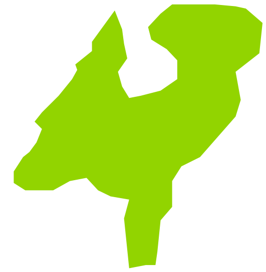
The perception of CFOs is that credit is easily available from multiple sources, particularly overseas banks, which is consistent with the increase in the number of Ireland's CFOs who indicated overseas banks as being the preferred method of funding. Interestingly, this increased availability has not had a knock-on effect on anticipated levels of bank borrowing in respondent companies. Some 88% of CFOs this quarter expect a decrease or no change in the level of bank borrowings in their companies over the next year. Considering the factors that CFO respondents believe will have an impact on their companies' investment decisions over the next 12 months, this indicates that the cost and availability of external credit is no longer a strong contributing factor in the investment decision-making process.

Indicators of finance performance

The timeliness and quality of reporting is the most popular indicator used to monitor the performance of the finance function, according to 84% of CFO respondents. This is followed by analysis quality/decision support and forecast accuracy.

Netherlands

Optimism down, but metrics strong



Highlights from the Q2 2014 Netherlands CFO Survey:

- CFOs of Dutch companies are less optimistic about the financial prospects of their companies compared to three months ago. Optimism dropped from 41% to 25%.
- The percentage of CFOs who feel uncertain about the economy decreased to 56% from 66% in 2014 Q1.
- One third of CFOs believe that now is the right time to be taking greater balance-sheet-related risk, although 67% of CFOs are still risk-averse.
- Some 89%f CFOs expect corporate M&A activity to increase over the next 12 months.

Mixed messages

The optimism that surfaced among the Netherland's CFOs starting in the third-quarter of 2013 continues its positive trend. Some 44% rate the current financial and economic situation as normal (38.6%) or even below normal (5.6%). Moreover, 56% now rate the level of financial and economic uncertainty facing their business as above normal, high, or very high—the lowest reading since the start of this survey more than five years ago.

Yet, despite less financial and economic uncertainty, the net percentage of CFOs who are more optimistic about the financial prospects for their companies slumped from 41% in the first quarter of 2014 to 25% now.

Funding favorable; risk appetite stable

Financing conditions have remained favorable. The cost of credit has fallen to a five-year low in the Q2 2014. The availability of credit stands solidly at 49% and is close to last quarter's record high of 53%.

The good availability of credit is reflected in sources of funding. Corporate debt is seen as the most attractive source of funding. Some 67% of CFOs see it as the most favored source of corporate funding, followed by bank borrowing (44%), and equity issuance (12%).

Risk appetite, which increase one year ago, has remained stable since then. Some 33% of CFOs surveyed believe that now is a good time to be taking greater risk onto their balance sheets. About 67% of CFOs remain more defensive and think that balance-sheet-related risks should be taken at a later stage—or at least not now.

The percentage of Dutch CFOs who expect their cash flow to increase accelerated from 69% to 81% year-on-year. However, compared with last quarter, 56% of CFOs now believe that the cash flows of their companies will remain unchanged, versus 25% in Q1. The percentage of CFOs expecting their cash flows to increase by more than 10% dropped from 53% to 25% quarter-on-quarter.

Bullish on M&A

M&A expectations for the next 12 months went up again. Some 89% of CFOs expect corporate M&A activity to increase over the next 12 months— up from 75% three months ago.

North America
Mixed bag of sentiments

The disconnect continues

For the last two quarters, there has been a disconnect between CFOs' sentiment and their expectations. This quarter adds little clarity. The steady optimism of North America's CFOs regarding their companies' prospects and their improving year-over-year growth expectations seem to reflect growing confidence that conditions are stabilizing. But CFOs' weakening perceptions of major economies, lower growth expectations among U.S. finance chiefs, and faltering optimism among Manufacturing CFOs suggest some unsettling undercurrents.

In fact, CFOs' perceptions of several major economic zones took a significant hit this quarter on the heels of mostly disappointing global economic growth. Assessments of North America declined but are still relatively strong. But perceptions of the European and Chinese economies declined substantially, with China reaching a new survey low.

Even so, CFOs' sentiment regarding their own companies' prospects proved quite durable this quarter. Following five consecutive quarters in which CFOs expressed more optimism than pessimism, nearly 45% again expressed rising optimism, and we saw our highest-ever proportion of "no change" from the previous quarter.

Growth expectations rebounded this quarter. Expectations for year-over-year earnings, capital spending, and domestic hiring reached their highest levels in a year, and sales growth expectations rose to their highest level in two years. Moreover, the proportions of CFOs expecting growth rates above 0% rose significantly for several of these metrics.

Growth still constrained

CFOs again indicate a bias toward growth over reducing costs and toward pursuing opportunity over limiting risk. But year-over-year expectations for capital investment are still modest by historical standards. This quarter's 6.8% expectation is better than we have seen in a year, but it is still well below the four-year average of 8.3%.

In past surveys, disconnects between high-growth aspirations and slow-growth expectations have been accompanied by elevated CFO frustration with factors they believe are impeding growth. These frustrations have mostly centered on economic uncertainty, regulatory burdens, and policy wrangling in Washington, D.C.

Highlights from the Q2 2014 North America CFO Survey:

- Coming off five net-positive quarters, net optimism stayed steady at +26, although sentiment declined substantially for Manufacturing CFOs.
- Sales-growth expectations rose significantly from last quarter's 4.6%* to 6.1%; earnings growth bounced back from a survey-low 7.9%* to 8.9%.
- Views of North America's economies declined slightly with 40% describing the economies as good or very good (42% last quarter), and 60% expect the economy to be stronger in a year (62% last quarter). Almost a quarter view China's economy as good, while only 7% feel the same about Europe.
- CFOs' worries about economic health and government policies are still common, while industry- and company-level concerns ramped up steeply.
- More than half of CFOs (58%) cite cost reduction as their CEOs' top priority. For 47% the focus is monitoring progress against targets, and 43% cite revenue growth.

This time around, complaints about economic uncertainty seem less pronounced, but patchy economic growth is clearly still constraining growth efforts. On the government front, CFOs are voicing less concern about monetary and fiscal policy than they have in the recent past. But concerns about the clarity, pace, scope, and cost of government regulation are back with a vengeance—and not just within sectors like Financial Services, Healthcare/Pharma, and Energy. In fact, the scope of regulatory worries expressed in this quarter's survey is the broadest we have seen.

Responses to Russia/Ukraine & FATCA

This quarter we asked CFOs about two factors that might be affecting their expectations and planning—the Russian/Ukrainian crisis and pending deadlines around the Foreign Account Tax Compliance Act (FATCA), which requires foreign banks to turn over U.S.-owned account information to the Internal Revenue Service and has compliance implications for many multinationals.

Few companies have taken significant steps in response to the on-going conflict between Russia and Ukraine. But the increasing mentions of geopolitical issues among CFOs' most worrisome risks may indicate that the conflict is at least giving them a reason to consider the possibility and impacts of other potential crises.

With deadlines approaching for compliance with FATCA, this quarter's findings show that well over half of CFOs either do not believe FATCA applies to their company or are not sure where their company currently stands. Overall, about one-third of CFOs surveyed say they have taken the most basic step—determining the FATCA classification for each of their entities—and fewer have taken additional steps.

What CEOs want

This quarter we asked CFOs where their CEOs were asking them to focus their efforts, and cost reduction appears to be the top priority by a significant margin in most sectors. When cost is not the top focus, either performance management or revenue growth is. And more often than not, CFOs say they are being asked to address all three of these areas in concert.

Outside the top three focus areas, priorities vary considerably by sector. Managing internal risks is a top priority for Energy/Resources, and managing stakeholder relationships is a top focus for Technology. On the balance-sheet side, working capital management is a top priority for Manufacturing and Healthcare/Pharma, and managing capital is a substantial focus for Manufacturing and Financial Services.

Building a strong finance team

CFOs were asked for their best insights around building a strong finance function, and resoundingly they say executive leadership is critical—that finance chiefs need to do their due diligence in establishing the vision, goals, standards, and culture that will define the organization's role and success factors.

In addition, they say that recruitment is where the rubber hits the road, and that CFOs need to recruit talent that is not only top-notch, but also fits the long-term needs and culture of the organization. And they encourage hiring not simply for technical skills, but also for mind-set, breadth, and partnering ability.

Finally, CFOs say retention is worth the effort. On top of rewarding top staff with praise and higher pay, they suggest giving staff opportunities to learn the business, take on more responsibility, and interact with executives.

Southeast Asia
Riding the SEA growth wave

Regional leaning toward optimism

The slight increase in optimism in the last six months has been driven by manageable inflation and moderate interest rates. Companies in Southeast Asia have been cautious and careful about investments because of the political unrest in Thailand and the uncertainties surrounding the general elections in Malaysia and Indonesia, but these deviations are beginning to ease as companies begin to return to their growth plans.

The highest rate of optimism was found among Indonesia-based CFOs. Despite the uncertainties related to the general election, high current account deficit, slowing investments, and subdued exports, the Indonesian economy has held up well with consumer spending and government expenditure driving growth.

Highlights from the 2014 Southeast Asia CFO Survey:

- Overall, 48% of CFOs in Southeast Asia are more optimistic this quarter—a 4% increase from six months ago.
- More than three quarters (77%) of polled companies have met or exceeded performance goals in the past three years.
- Some 85% of companies with revenues over $1B favor organic growth compared to 57% of companies with revenues under $1B.
- The biggest internal impediments to growth in the region are talent retention and skill availability, as well as risk management and external challenges related to bureaucracy.

Riding the growth wave

More than three-quarters (77%) of all polled companies in the region have met or exceeded their performance goals in the past three years, but only 68% have achieved their growth goals as their corporate infrastructure investments have yet to pay off.

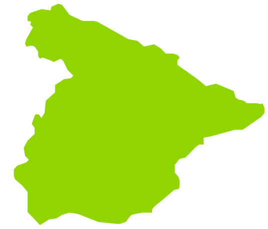
Executives today consider Indonesia, Malaysia, Singapore, and Thailand as the most important countries for their activities in Southeast Asia, but project that Indonesia will be by far the most important market in three years. CFOs also expect a decline in importance for Malaysia and Singapore for their business.

Realizing the AEC integration

As ASEAN's integration into the world economy intensifies, it finds itself facing a great deal of opportunities and challenges. The narrowing of the social and economic development gap between its member countries remains at the forefront of efforts to create equitable economic development to reduce poverty and socioeconomic disparities. Business leaders in the region are pessimistic about the ASEAN Economic Community (AEC) achieving its set goals by December 31, 2015. Given ASEAN's diversity, the more developed ASEAN nations are already in compliance with the free trade agreement. However, Cambodia, Laos, Myanmar, and Vietnam may not meet this target, holding back the full integration of the AEC.

The benefits from intra-ASEAN trade will improve the business climate and the cost of doing business in each country. The real impact of the AEC will depend on the extent to which it succeeds in presenting the region to potential investors as a single market and production base. At this point, however 58% of the surveyed executives expect little or no impact from the AEC integration.

Spain
Enhancing the economic situation



Signs of economic recovery

According to the latest Spain CFO Survey, it is clear that the country's finance chiefs share the positive expectations of the government and various international and national analysts regarding Spain's situation. Almost half (49%) of respondents (more than double last year) considers the Spanish economic situation as fair, and 49% rated it as bad or very bad (improved data given that the percentages in the previous two surveys were 76% and 91%, respectively).

Moreover, 83% of CFOs think the Spanish economy will move into recovery or slow growth over the next 12 months (compared with 59% who thought so in the last survey), the highest percentage since the survey began. Still, more than half (60%) of CFOs surveyed do not think the economy will return to full growth until 2015.

Regarding the Economic and Monetary Union, 22% of surveyed CFOs perceive it positively in the short term, double the last survey. The percentage of positive responses is even better for the medium term: 65% this time, the highest percentage ever recorded.

Support for government actions

CFOs are showing positive support for the measures taken by the government. Specifically, 63% view the measures as effective, the highest percentage since the survey began. The measures considered more effective by the respondents are those relating to the financial system (46%) and payment to suppliers by the government (43%). Once again, CFOs consider public expenditures as the priority to continue (85%), followed by the fiscal policy (84%).

Highlights from the H1 2014 Spain CFO Survey:

- Some 83% of surveyed CFOs believe the Spanish economy will experience a slow recovery or growth in the next 12 months.
- In the short-term, 22% of respondents view the EU positively; 65% in the medium term.
- Optimism about their own companies' operational and financial prospects increased markedly (93% and 91%, respectively).
- Nearly half of CFOs believe it is a good time to take greater risk onto their balance sheets.
- Financing is not as expensive or difficult as in the past: 28% of CFOs think there has already been improvement in the access and affordability of new funding, and 40% expect it to be better in the next 12 months.

Decline in country risk cited

The improvement in CFOs' expectations for the Spanish economy is also mirrored in their expectations for their own companies. The optimism CFOs signaled in the last survey maintained its upward trend: currently, 93% of respondents expressed a positive opinion for the operating prospects of their companies, the highest percentage since the start of the survey. The number of respondents who have a less optimistic view decreased by half compared with a year ago (19% to 7%). Regarding their financial prospects, CFO optimism also increased from 71% to 91%.and those with a less optimistic view decreased from 29% to 9%.

In the area of expected growth in demand, the optimism of CFOs surveyed is also evident, and those respondents saying that such an increase has occurred, or is expected to occur in the next 6 to 12 months has significantly increased.

Specifically, 20% of respondents say there has already been an increase in demand and another 20% think there will be in the second half of the year. Thirty-eight percent of CFOs expect an increase in the first half of 2015.

Environment with lower risk

CFOs' confidence in the outlook for both the economy and their own companies is reflected in their attitudes toward risk.

The percentage of respondents who believe it is a good time to take more risk on the balance sheets is 17% higher than last year, currently at 46%, the highest since the start of the survey.

The positive trend experienced by the M&A market in the first quarter of the year is also evident in the results of the survey, with 73% of CFOs saying that the number of mergers and acquisitions in the next 12 months will increase (3% more than in the previous survey and 12% more than those who thought so a year ago).

MARF still in development

The survey shows that more than half of CFOs considered that the MARF (Alternative Fixed Income Market) to still be in a development and growth phase, while 46 % see it as an alternative funding source for those companies that need it.

In addition, the Cabinet recently approved two new regulation aimed at improving the financing of small and medium enterprises. Almost half of respondents believe the adoption of these regulations will be favorable for their business, but more than half (56%) think it will have no effect.

Switzerland

Sustained optimism despite risks

An upbeat mood

Switzerland's CFOs remain optimistic about the economic outlook this quarter. Currently, 75% take a positive view of Switzerland's economic outlook over the next 12 months, with just 3% having a negative view (a net balance of 73%). Fears of a recession over the next two years also remain muted, with just 6% of CFOs surveyed believing that Switzerland will face a recession by 2016.

This is broadly in line with the view taken by economists. Forecasts for economic growth have recently been revised downwards—for Switzerland, from 2.1% to 2.0% for 2014 and from 2.3% to 2.2% for 2015 (EIU)—but the outlook for growth remains positive, particularly in the U.S. and the UK. Experts forecast gradual recovery in the eurozone, Switzerland's main trading partner, and a slight slowdown in economic growth in China (often referred to as a "soft landing"). Export growth is, therefore, likely to remain a major driver of economic growth in Switzerland.

Corporate outlook unchanged

Most of Switzerland's CFOs are also optimistic about their companies' financial prospects, but this optimism is more muted than in other countries. It is also down from Q1 2014: the proportion of CFOs reporting positive views is four percentage points lower this quarter

Nevertheless, detailed analysis of business-outlook responses shows that perceptions remain positive. Some 81% of CFOs expect revenues to increase over the next 12 months, while 9% expect them to decrease, a net balance of 72%. Expectations for operating margins are more mixed, with 41% expecting them to increase and 30% expecting them to decrease. However, this net balance of 10% indicates that CFOs remain positive overall in their expectations for operating margins.

Highlights from the Q2 2014 Switzerland CFO Survey:

- Three-quarters of Switzerland's CFOs are optimistic about the economic outlook. Only 6% of respondents expect a recession in Switzerland in the next two years.
- Companies are reporting a greater appetite for risk: 43% of CFOs say they are willing to take greater risks onto their balance sheets.
- By far, the most widely perceived risks are greater business regulation in Switzerland (59%) and geopolitical risks (54%).
- CFOs are also optimistic about the prospects for higher revenues and growth in operating margins: 81% expect revenues too rise over the next 12 months, while 41% expect margins to increase.

Meanwhile, the outlook for business expenditure has improved this quarter. The number of CFOs expecting capital expenditure to increase over the next 12 months is up by 7 percentage points to a net balance of 31%. There is also a 7 percentage point rise in those expecting an increase in employee numbers, while expectations for higher discretionary spending rose even more markedly, by 15 percentage points.

Focus on political risk

The sustained risk appetite of Swiss companies is a further positive indicator. Some 43% of Switzerland's CFOs believe that this is a good time to be taking greater risk on to their balance sheet. Those with the greatest risk appetite are large companies with a predominantly international focus, and which are best placed to benefit from the forecast upturn in global economic growth.

Nevertheless, CFOs still perceive substantial risks to their companies. Despite greater concern about domestic demand, the overall perception of economic risks remains modest. However, political risk is now a greater cause for concern. The most frequently cited risks include greater business regulations in Switzerland and geopolitical situations. It is now more likely that labor-market regulations will be increased in Switzerland, while a number of regions around the world face heightened geopolitical tension, not least Ukraine.

Focus on political risk

Not surprisingly, geopolitical risks are a particular concern for companies whose operations are largely focused abroad: 72% of CFOs of such companies cite this factor. However, 61% of these CFOs also express concerns about weaker foreign demand. By contrast, the strength of the Swiss franc is not perceived as a significant risk either by domestically focused companies or by internationally focused ones.

Equally unsurprisingly, a majority (70%) of domestically focused companies perceive increasing business regulations in Switzerland as the greatest risk. Weaker domestic demand is also frequently cited as a risk factor. However, this seems to be the result of companies' dependence on domestic demand rather than of specific fears of a downturn in the economy: just 7% of domestically focused companies believe that Switzerland will face a recession over the next two years.

Overall, fears of internal risks are receding: only rising input and labor costs are causing CFOs concern this quarter. It is, therefore, not surprising that reducing costs continues to be one of the most important strategies adopted by companies.

Positive financing prevails

Record low interest rates also make for very positive ratings of the financing environment this quarter. Around three-quarters of CFOs rate bank borrowing as attractive, with only 9% rating it as unattractive, a net balance of 66%. Bank borrowing remains companies' preferred form of financing. However, corporate debt continues to be an attractive source of financing, although the higher net balance registered in Q1 2014 has not been sustained in Q2. Small and large companies take differing views of the attractiveness of different forms of financing.

For the first time this quarter, CFOs were also asked to rank internal financing/cash reserves as a form of financing. The net balance of CFOs ranking this as an attractive form of financing was 49% for small companies and 54% for large companies, demonstrating that CFOs rank this form of financing as very attractive.

The survey rates credit financing for companies by asking about the perceived cost and availability of credit. More CFOs rank availability as good this quarter—a net balance of 53%—while just 8% of CFOs report that credit is hard to get. Unsurprisingly, with interest rates low, CFOs continue to rate the cost of credit as low and rank credit as cheap (a net balance of 55%).

United Kingdom
Political risk; corporate expansion

Highlights from the Q2 2014 UK CFO Survey:

- CFO optimism about the financial prospects for their own companies eased slightly to 35% in the second quarter, but continues to run well about its long-term average.
- Some 49% of CFOs surveyed report the level of financial and economic uncertainty facing their businesses as being above normal, high, or very high.
- To 65% of CFOs now is a good time to take greater risk onto balance sheets.
- CFOs now assign a 7% probability to the euro area breaking up in the next 12 months—the lowest reading since the crisis began in 2011.
- On average, CFOs surveyed expect the Bank of England's base rate to rise around the

Optimistic toward growth

Political risk has eclipsed worries about the economy as a concern for the CFOs of the UK's largest companies. In fact, the finance chiefs surveyed rank next May's general election and the possibility of a referendum on EU membership as greater risks for their businesses than higher interest rates, bubbles in housing or financial markets, or weakness in emerging markets or the euro area.

Such views contrast with CFO beliefs that levels of economic and financial risk have fallen sharply in the last year along with lower readings on news-based measures of policy uncertainty. Almost half (49%) of the UK's CFOs now rate the level of financial and economic uncertainty facing their business as above, normal, high, or very high—the lowest reading in four years. In addition, CFOs only assign a 7% probability to the euro area breaking up in the next 12 months—the lowest reading since the euro crisis began in 2011.

The decline in economic and financial uncertainty has coincided with a surge in corporate appetite for risk. CFOs are increasingly shifting away from a focus on balance-sheet repair towards growth. Growth is the top balance-sheet priority for UK corporations, and 65% of UK's CFOs say now is a good time to take risk—only slightly down from the record reading of 71% in the first quarter.

Profitability to rise

UK's CFOs are also more optimistic about profitability. Expectations of a rise in revenues and operating margins have hit four-year highs. In addition, capital spending, hiring, and discretionary spending have risen strongly in the last year.

The top priority for UK CFOs is introducing new products and services or expanding into new markets. Compared with a year ago, there has been a marked softening of their focus on defensive strategies such as reducing costs and increasing cash flow. Meanwhile, the weight CFOs attach to defensive strategies, including cost control, fell to a four-year low in Q2.

Easy financing

Financing conditions remain benign for large UK corporations. Finance chiefs report that the cost of credit has fallen to a seven-year-low in the second quarter, while credit availability is close to the highest level in seven years.

In the aftermath of the financial crisis, corporations paid down debt, cut costs, and held on to cash realizing a huge financial surplus. Reflecting greater confidence in the strength of their balance sheets, corporations have narrowed this surplus during the last two years.

The positive sentiment seen in the survey is increasingly reflected in the official data. Hiring by the private sector has risen by 3.2% in the last year, and business investment has risen by 10.6%. In May, corporate bank borrowing saw the first year-on-year increase in five years.

The message from the UK CFO Survey is that corporations are prioritizing expansion over further strengthening of their balance sheets. Against a backdrop of easy credit and high-risk appetite, CFOs are upbeat on revenues and margins. Economic and financial risk has declined significantly in the last year. But with the general election less than a year away uncertainties around policy risk have moved center stage.

Deloitte Member Firm CFO Surveys

About Deloitte Member Firms' CFO Surveys

Twenty-three Deloitte Member Firm CFO Surveys, covering 58 countries, are conducted by Deloitte member firms on a quarterly, biannual, or annual basis. The objective of these surveys is to collect CFOs' opinions on a range of areas including economic outlook, financial markets, business trends, their organizations, and CFO careers. The focus and timing of each member firm's survey varies.

The following summarizes the survey scope and population of the participating member firms for this quarter. Member firms' CFO surveys can be accessed at www.deloitte.com/cfoconnect.

Member firm	Contacts	Frequency	Survey scope and population
Australia	**Stephen Gustafson** Partner +61 (0) 2 9322 7325 sgustafson@deloitte.com.au	Quarterly	Conducted between June 11, 2014 and June 30, 2014; 50 CFOs participated, representing businesses with a combined market value of approximately AUD $382 billion or 23% of the Australian-quoted equity market.
Austria	**Mag. Gerhard Marterbauer** Partner +43 1 537 00 4600 gmarterbauer@deloitte.at	Quarterly	Conducted in July 2014; 97 CFOs and financial executives participated, representing a broad range of industries. Of the participating companies, 25% have revenues in excess of €1 billion, and 36% have revenues greater than €100 million.
Belgium	**Thierry Van Schoubroeck** Partner + 32 2 749 56 04 tvanschoubroeck@deloitte.com	Quarterly	Conducted between June 2, 2014 and June 19, 2014; 60 CFOs completed the survey. The participating CFOs are active in variety of industries. Some 27% of the participating companies have a turnover of more than €1 billion, 46% of between €100 million and €1 billion, and 27% of less than €100 million.
Chile	**Omar Mata** Director, Finance Transformation +56 2 27298808 omata@deloitte.com	Biannual	Conducted between June 26 and July 25, 2014; 30 CFOs participated. Twenty five out of the 30 companies surveyed are privately owned and 11 report revenues of $1 million or more. Half of the companies surveyed are part of a multinational entity and the remaining 50% are local firms.
Ireland	**Shane Mohan** Partner +353 1 417 2543 smohan@deloitte.ie	Quarterly	Conducted in June and July 2014; CFOs of listed companies, large private companies, and Irish subsidiaries of overseas multinational companies participated.

Netherlands	**Jan de Rooij** Partner +31 (0) 6 5336 6208 JandeRooij@deloitte.nl	Quarterly	Conducted July 2-22, 2014; 36 CFOs representing a net turnover per company of approximately €2.0 billion, completed the survey. The responding companies can be categorized as follows: less than €100 million (14%), €100–499 million (31%), €500–999 million (14%), €1–4.9 billion (25%), more than €5 billion (12%), and unknown (6%).
North America (U.S., Canada, Mexico)	**Greg Dickinson** N.A. CFO Survey Director +1 213 553 1030 gdickinson@deloitte.com	Quarterly	Conducted between May 12, 2014 and May 23, 2014; 113 CFOs participated from across the United States, Canada, and Mexico. Seventy-one percent of respondents represent CFOs from public companies, and 81% are from companies with more than USD $1 billion in annual revenue.
Southeast Asia	**Karin Wellbrock** Senior Manager Consulting +65 9026 0215 kwellbrock@deloitte.com **Cheryl Teo** CFO Program Manager +65 8139 1596 cherylteo@deloitte.com	Biannual	Conducted between June 23, 2014 and July 16, 2014; 98 CFOs from Southeast Asia participated, including 28% from holding/group companies, 26% from regional organizations from MNCs, and 46% from single-country MNC subsidiaries; 34% of the companies have revenues of more than $1 billion. Sixty one percent are from APAC-headquartered countries, 20% from Europe, and 19% from North America; 45% of the companies are public, 52% are private or subsidiaries of MNCs, and 3% are government. Forty percent of the participating CFOs reside in Singapore, 16% in Indonesia, and the rest across other Southeast Asian countries.
Spain	**Jesús Navarro** Partner +34 91 514 50 00 jenavarro@deloitte.es	Biannual	Conducted in April 2014; 123 CFOs participated; almost 20% from companies or groups listed in the Spanish market and/or companies or groups listed in international markets. Of the participating companies, more than 50% have revenues in excess of €100 million and almost half have more than 500 employees.
Switzerland	**Dr. Michael Grampp** Chief Economist +41 44 421 68 17 mgrampp@deloitte.ch	Quarterly	Conducted between May 26, 2014 and June 18, 2014; 120 CFOs participated, representing listed companies and relevant private companies.
United Kingdom	**Ian Stewart** Chief Economist +44 020 7007 9386 istewart@deloitte.co.uk	Quarterly	Conducted June 6-23, 2014; 112 CFOs participated, including CFOs of 31 FTSE 100 and 37 FTSE 250 companies. The rest were CFOs of other UK-listed companies, large private companies, and UK subsidiaries of companies listed overseas. The combined market value of the 68 UK-listed companies surveyed is £473 billion.