



Global CFO Signals

Positively Contagious

Q3 2013 Deloitte Member Firms' CFO Surveys: Argentina, Australia, Austria, Belgium, Finland, France, Germany, Ireland, Middle East, Netherlands, North America, Norway, Southern Africa, Spain, Sweden, Switzerland, and United Kingdom



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 Deloitte Member Firms' CFO surveys, covering 38 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 33) 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 third quarter 2013 CFO surveys from Deloitte member firms in the following geographies:

- Argentina:** Focused on growth
- Australia:** Don't worry, be happy
- Austria:** Expecting an economic increase
- Belgium:** A new mood
- Finland:** Hope for better days
- France:** Revival of CFO optimism
- Germany:** Stepping up the pace
- Ireland:** Achieving sustainable growth?
- Middle East:** Mixed optimism; continued uncertainty
- Netherlands:** Optimism and opportunity
- North America:** Adjusting to an uneven recovery
- Norway:** Dark clouds on the horizon
- Southern Africa:** Endurance: the journey continues
- Spain:** Regaining confidence
- Sweden:** Recovery on track
- Switzerland:** A bright autumn?
- United Kingdom:** Priority: expansion

Global Contacts

Sanford A Cockrell III

Global Leader
Global CFO Program
Deloitte Touche Tohmatsu Limited
scockrell@deloitte.com

Lori Calabro

Editor, *Global CFO Signals*
Global CFO Program
Deloitte Touche Tohmatsu Limited
localabro@deloitte.com

Robert Flanagan

Chief of Staff
Global CFO Program
Deloitte Touche Tohmatsu Limited
robflanagan@deloitte.com

For additional copies of this report, please email: GlobalCFOProgram@deloitte.com

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Global CFO Signals

CFO Sentiment in Third-Quarter 2013

If positive sentiments are contagious, CFOs have caught the fever. In this edition of *Global CFO Signals*, finance executives worldwide seem to be embracing recovery and setting their sights on expansion, despite continued economic hiccups (for example, the threat of a U.S. government shutdown and political turmoil in the Middle East). In fact, CFOs in many of the 17 countries and regions reporting share not only increased optimism this quarter, but also increased action.

Let's start with the increased optimism. For the fifth consecutive quarter, optimism among UK CFOs rose and is now running close to a three-year high. In Belgium, where CFO optimism is the highest in three years, only 17% of CFOs now expect a recession in the next two years (down from 33% last quarter). And even in Spain, where negative economic news has been routine, the percentage of CFOs who are optimistic (40%) is the largest since the launch of the survey.

That optimism is spilling over to many CFOs' expectations. In Switzerland, for example, more CFOs expect margins to increase rather than decrease for the first time since 2011. Some 58% of Austria's CFOs expect increased revenue in the next quarter. And 85% of Southern Africa's CFOs believe that 2014 will bring about company performance improvement.

The trend is not universal, of course. In North America, CFOs are not allowing their still-positive outlook to translate into increased expectations. In fact, sales growth expectations fell to just 5%* and earnings growth hit a new low of 8%*. There are a few outliers in Europe, too: in Norway, net optimism fell into negative territory (-3%) compared with six months ago, fuelled by poor

expectations in retail, and in Ireland, it fell for the first time in 2013 from a net 36% in Q2 to 28%.

Still, overall, CFOs seem to be moving forward undeterred. M&A activity is expected to be up in such countries as France, the Netherlands, and Sweden. Three-quarters of Ireland's CFOs describe their strategy as expansionary, as do 40% of UK's CFOs. And the percentage of Australia's CFOs looking to expand into new markets or introduce new products/services rose from 47% to 64%. Given the economic setbacks CFOs have experienced recently, who could blame them for leveraging the current "stability" to the fullest extent and seeking their own remedies wherever possible?

What follows is a synopsis of sentiment by geography:

The Americas

CFO optimism in North America has been high throughout 2013, and remains high this quarter. In fact, 42% of CFOs express improved optimism about their companies' prospects, compared with 24% who express pessimism.

A key reason for continued optimism is that most companies surveyed derive a large portion of their earnings from North America, the region's relative bright spot. In fact, 38% of CFOs rate the region's economic health as more good than bad (up from 30%), and just 9% rate it as more bad than good. Moreover, more than half expect the economy to be stronger in a year. By comparison, only 26% regard China's economy as good, and just 27% expect it to be better in a year; the numbers are 3% and 14% respectively for Europe.

Asia-Pacific

The Australian survey reflects the difference an election can have on CFOs' outlooks. Last quarter, CFO optimism was the lowest since the survey began. In the wake of the September election of the conservative Liberal Party-led coalition, however, optimism rebounded to its highest level in two-and-a-half years. And that confidence is driving a rise in operating margins, operating cash flow, cash holdings, head count, and capital expenditures. Moreover, Australia's CFOs are also confident enough to adopt more-aggressive strategies. In addition to their push for new products and services, the proportion of CFOs expecting greater organic expansion rose to 76% from 63% last quarter.

Africa

Meanwhile, in Southern Africa, the majority of CFOs view their own company performance as improved. In fact, only 31% of South Africa's CFOs and 16% of other Southern African CFOs report that performance has deteriorated in the past year. At the same time Southern Africa's CFOs are expecting healthy economic growth (5%-5.8%) in the region. And while many CFOs are focused on defensive strategies, there is still a reasonable degree of openness to new opportunities: some 43% of South Africa's CFOs are prioritizing investment in new capacity, as well as 46% in the rest of the region.

Europe

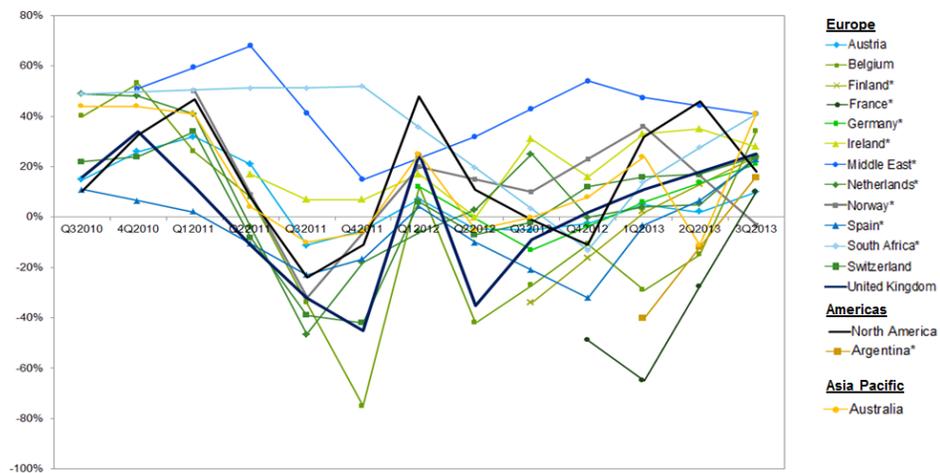
The fears over a breakup in the European Union have been replaced by a palpable mood of confidence in much of the region. In the UK, business confidence is apparent in the appetite for corporate risk: a record 54% of CFOs say now is a good time to take risk onto their balance sheets. More than 50% of Sweden's CFOs are predicting greater M&A activity as do 75% of French CFOs. Meanwhile, in Switzerland, where 72% of CFOs expect revenues to increase, they also report a positive outlook toward hiring for the first time since 2011. And even in Ireland, where CFO optimism dropped, a majority of CFOs believe their companies and the Irish economy have already turned to growth.

Middle East

Finally, in the Middle East, ongoing political uncertainties drove CFO optimism down this past year (although it remains quite positive). That optimism is also beginning to bifurcate countries in the region. Optimism among surveyed CFOs in Syria fell by 13%, while finance chiefs in the UAE reported a net 75% increase. While CFOs in the region reported improved expectations for revenues, capital spending, and hiring over the coming 12 months, the number reporting so is 38% less than a year ago, reflecting less confidence in their outlooks.

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

CFO Priorities: What Matters Globally Now



Taming uncertainty

Uncertainty has been a constant companion for many quarters now. The concern over uncertainty, though, seems to have dissipated in many countries, as CFOs have learned to cope with it. In Ireland, for example, only 12% of CFOs indicate that the level of external financial and economic uncertainty facing their business is high or very high, down from 59% last quarter. In the UK, 62% of CFOs see the level of uncertainty as above normal, down from 97% two years ago. And in Belgium, the percentage of CFOs rating the level as high or very high has decreased from 53% to 26% over the past 15 months. Still, in Australia, uncertainty remains generally high, and more than half of CFOs expect that to remain the case for at least another year. But what if the uncertainty turns into a crisis? In Austria, it seems CFOs take that possibility in stride: some 54% of surveyed CFOs believe they are well equipped to handle another financial crisis, and 7% think they are very well equipped. Moreover, when asked about their companies' business-continuity plans, one in four CFOs in the Middle East said they still did not have a plan in place despite the increased instability in the region. How is that for confidence?



No place like home

When it comes to how they see growth prospects, CFOs often view them through a fairly parochial lens. For example, UK's CFOs believe that UK growth will have a more positive effect on their investment plans in the next year than growth in emerging markets or in the U.S., Japan, and Asia-Pacific. Sweden's CFOs expect the best opportunities for growth in the Nordic region. And in the Middle East, CFOs favor expansion in their own region over other parts of the world. Meanwhile, 87% of Switzerland's CFOs see their home country as an attractive business location, and 70% of North America's CFOs say economic growth in—you guessed it—North America is a top growth engine, more than twice the level of all the other markets combined. CFOs would feel even better about their home countries, however, if governments would heed their advice. Australia's CFOs, for example, believe the key priorities for their new government should include tax reform, building confidence and stability, and reducing red tape. In Ireland, all respondents believe the government should seek an enhanced credit line from the European Stability Mechanism permanent bailout fund once the country has exited the bailout program. And 75% of CFOs in Southern Africa listed corruption as one of their top five political concerns, indicating growing discontent with governments' efforts to stamp out such malfeasance.



Employment inches forward

After so many quarters of stagnating employment expectations, any movement on that front has to be viewed as good news. In the UK, hiring expectations have hit a three-year high. Elsewhere, 23% of Austria's CFOs want to increase their staffing levels in the next few months, up from 15% last quarter. And in Switzerland there is a positive trend in hiring, up 5%, for the first time since 2011. Of course, there may not be a correlation between employment levels and CFO optimism. In Norway, for example, where unemployment remains low and the 2013 prognosis is for 3.6% unemployment, according to Statistics Norway, CFO optimism plummeted this quarter. Still, a case can be made that staffing levels and the lack of adequate resources are, in one way or another, stress factors for CFOs. In Southern Africa, for example, CFOs listed "excessive workload, roles, and responsibilities" and "insufficient support staff" as two of their top three job stressors, highlighting the general skills shortages in Africa and the need for ongoing efforts to enhance education and training on the continent.



Embracing the role of strategist

In an environment in which companies must constantly adapt and respond to changes quickly, CFOs are increasingly playing the role of strategist, participating in decision making and strengthening their relationship with their CEOs. In Spain, for example, CFOs now report that their main challenge internally is "to influence business strategy and operational priorities," more so than "ensuring funding, liquidity, and an acceptable cost of capital." Meanwhile, Argentina's CFOs are allocating 25% of their time to the strategist role, up from 23% in the last survey. And it is safe to say that CFOs in many countries have had to green-light the switch from defensive to expansionary strategies. But what does taking on the role of strategist actually mean in practice? That was a question put to North America's CFOs this quarter, who noted that they have an increasing voice in strategic decisions—especially in "corporate" or "cross-unit" decisions. In fact, when CFOs claim a lesser voice in a particular type of decision, it is usually because they are leading the decision-making process and presumably providing objective rather than subjective insight.

Deloitte Member Firm
CFO Surveys:

Third Quarter
2013 Highlights

Argentina

Focused on growth



Still skeptical of government moves

The fifth CFO Survey in Argentina asked for opinions in five areas: the role of the CFO, finance organization, company, industry, and economy. In terms of economic concerns, the top two named were exchange rates (31%) and inflation (22%).

When asked about their attitudes toward the government's ability to enact or maintain an effective economic policy over the next year, some 75% of survey respondents said they were skeptical. The CFOs also weighed in on the impact of the government's decisions on their industries. Of those surveyed, 41.7% believe that the impact of those government decisions will be negative and 33.3% believe it will be highly negative.

Optimism improves

As for their overall levels of optimism, CFOs were influenced by both internal and external factors. In fact, 33% reported more optimism, primarily due to internal business factors (for example, products/services, operations, financing, assets). On the other hand, 17% of CFOs indicated less optimism, primarily due to external factors (for example, economy, market). Half did not report any notable changes.

Multiple top concerns

CFOs indicated improving and maintaining margins as their companies' top concern, followed by addressing government policy and regulation, and managing talent (costs and availability). As for industry concerns, government regulation/legislation topped the list, followed by pricing trends and prices of inputs. The top challenges in the finance department included ensuring funding, liquidity, and acceptance of capital costs (17%) and providing metrics,

information, and tools for business decisions (14%).

Highlights from the H2 2013 Argentina CFO Survey:

- Some 33% of CFOs were more optimistic about overall business conditions, mainly because of internal factors; only 17% were less optimistic.
- The three top job stresses cited were changes in regulatory requirements (24%), insufficient support staff (14%), and strategic ambiguity (12%),
- In the next 12 months, CFOs' main strategic focus will be on growth/preservation of revenue, followed by analysis of funding/liquidity.

As for making decisions in each of these areas, participating CFOs said they possess the highest level of influence on capital expenditures, operating budgets, in communicating with stakeholders, and in the selection of projects and initiatives.

Leaning toward steward

In this environment, CFOs reported a fairly balanced distribution of time among their four roles, with a slight inclination toward steward (30%), followed by strategist (25%), operator (24%), and catalyst (21%). If they were to leave their jobs, however, CFOs say the biggest triggers would be a higher position (21%), better work/life balance (14%), or a role in which the CFO had greater authority or at a larger company (12%).



Australia

Don't worry, be happy

Election results lead to optimism

According to the latest Australian CFO Survey, CFO optimism has surged from last quarter's slump, to the highest level since the start of 2011; with close to half of CFOs (49%) more positive about the financial prospects of their company than they were three months ago..

The change of government has clearly had an impact on confidence. Federal government policy positively influenced the outlook of two-thirds of CFOs (68%), after being the most negative factor for the past year.

While it may take time for the confidence due to the change of government to flow through to business activity, companies appear ready to convert this more buoyant sentiment into action.

Strategies postelection

Also encouraging is the fact that 38% of survey respondents believe now is a good time to take more risk onto their balance sheets, the highest level in two years.

Renewed confidence is further reflected in CFOs' attitudes on business metrics. A majority (79%) expect revenue to increase in the next 12 months, and more CFOs than last quarter also expect to see rises in corporate operating cash flow, cash holdings, head count, capital expenditure, and dividends/share buybacks.

Confidence is also being seen in CFOs' priorities for business strategies. The proportion of CFOs expecting greater organic expansion rose to 76% from 63% last quarter. Those looking to expand into new markets or introduce new products and services rose from 47% to 64%. Close to half (47%) of surveyed CFOs expect to increase M&A activity, down slightly from Q2.

Highlights from the Q3 2013 Australia CFO Survey:

- Confidence bounced back to the highest level since early 2011, with almost half of Australia's CFOs surveyed being more optimistic than they were three months ago.
- While federal government policy and the Chinese economy are no longer dampening CFOs' spirits, the multispeed economy remains a cause for concern.
- The number of CFOs who believe now is a good time to take risk onto their balance sheets is the highest in two years.
- External financial and economic uncertainty remains generally high, and more than half of CFOs expect this to remain the case at least for another year.
- CFOs are expecting increases in revenues, operating cash flow, capital expenditure, and head count.
- Almost two-thirds of CFOs expect the

Strong credit conditions continue

CFOs continue to report credit as cheap and available. Close to half of CFOs expect the Reserve Bank of Australia's official cash rate to rise over the next year, while a third believe it will remain steady at today's levels.

Survey respondents still see bank borrowing, internal funding, and corporate debt as the most attractive sources of capital, while the appeal of

equity bumped back into positive territory. Additionally, one-third of CFOs expect to increase leverage, while more than 40% anticipate no change in the next 12 months.

Government priorities and reform

Tax reform and changes to specific taxes ranked highest as the key priorities identified for the new government. When asked specifically about tax reform, almost 90% of CFOs surveyed described it as very or somewhat important, with the key areas for focus being company tax, followed by goods and services tax, state and territory taxes, employment taxes, R&D and government incentives, superannuation, and international taxes.

In terms of other priorities, greater consistency, stability, and transparency were identified by a quarter of the CFOs surveyed, followed by reduced red tape and compliance obligations and investment in infrastructure.

How far should the Aussie dollar fall?

More than half the CFOs surveyed believe the Australian dollar will land between U.S. 85 and 90 cents in 12 months' time, with a further 15% expecting it to fall even further. Just six months ago, no CFO respondents expected the dollar to fall that low.

Forty percent of CFOs said their growth prospects were better as a result of the fall in the Australian dollar; 57% reported no change. While exporters are likely to be the first to feel the benefit of the falling dollar, some say it will need to fall another 10-to-15 cents before there is a real effect.

Positioning for prosperity?

Thinking about global demand for Australian goods and services beyond the mining boom, a majority of CFOs surveyed believe gas will be a major driver of economic growth in Australia in the next two decades. Gas was followed by agribusiness, tourism, higher education, and construction to form a top-five list of potential growth sectors.

This closely aligns with Deloitte's assessment in its latest "Building the Lucky Country" report, *Positioning for prosperity? Catching the next wave*, with the exception that wealth management is expected to have higher growth potential than construction. Collectively, Deloitte expects that gas, agribusiness, tourism, higher education, and

wealth management could contribute as much to the Australian economy over the next two decades as mining has in recent years. The challenge facing CFOs is how they can influence business strategy to ensure their companies are well positioned as the economy undergoes structural change.

Austria



Expecting an economic increase

Expectations buoyed

The outlook of Austria's CFOs toward economic development is rated positive this quarter. Survey respondents are becoming significantly more optimistic, with 44% convinced that the economy will improve in the next few months, compared with 33% in the last survey, and only 13% predict that the economy will slow down slightly in the coming months.

Moreover, 52% of the respondents believe that an economic crisis is unlikely in the next months, an increase of 4%. Fifty-four percent of the surveyed finance executives believe they are well equipped if another financial crisis hits, and 7% say they are very well equipped.

As for their own companies, Austria's CFOs are also expecting improvement. Some, 58% of survey respondents anticipate that their company's revenues will increase in the next months, compared with 43% last quarter (36% point to an increase in goods sold in the domestic market); only 12% think that their revenues will decrease. And as a further sign of optimism, 23% of the CFOs want to increase their staffing levels over the next months, compared with 15% in the last quarter.

Credit available; investment eyed

The availability of credit is rated positively for the quarter, with 29% of the CFO respondents saying that availability is very high for their companies. Thirty-four percent indicate it is the same.

Interestingly, although a quarter of respondents foresee the climate for investing improving (from 14% to 26%), they anticipate that investments will go down slightly in the next quarter.

Highlights from the Q3 2013 Austria CFO Survey:

- Some 44% of CFOs believe that the economy will improve, compared with about 34% in our last survey.
- The CFOs expect the Austrian stock market to rise again after viewing it critically last quarter.
- More than half of CFOs (52%) surveyed believe another economic crisis is unlikely in the next few months.
- More than half (58%) of surveyed CFOs expect an increase in revenue in the next quarter.

There is not much action expected on the M&A front either. A possible explanation for the pessimism may be that due to the market situation, many companies are still focusing on their core businesses and are not willing to take big risks.

Eyes on the Austrian Stock Exchange

Last quarter, Austria's CFOs viewed the development of the Austrian Stock Exchange critically, with 16% expecting a downturn. However, this quarter they expect the stock market to rise again.

Belgium

A new mood



Confidence reigns

In the last two quarters, CFO optimism was already somewhat positive in most of the European countries in which Deloitte conducts CFO Surveys. Not so in Belgium. Although the optimism indicator had improved here, too, since the beginning of the year, overall, a pessimistic mood prevailed.

The third quarter marks a turning point. CFO optimism has risen to the highest number we have reported since the end of 2010. CFO survey respondents see fewer risks in the global economy; over the past 15 months, the general level of external financial and economic uncertainty has been steadily decreasing (from 53% to 26%). Moreover, only 17% of CFOs consider it likely that the Belgian economy will enter a new recession in the next two years, down from 33% three months ago.

CFOs have also become more positive regarding the prospects for economic activity throughout the world, although to a much lesser extent in Belgium and the eurozone. Especially for organizations deriving at least 70% of their revenues from outside Belgium, actual or expected growth in the U.S., Japan, Asia-Pacific, and the emerging markets has a positive impact on their current investment plans. On the other hand, for local companies, low growth in Belgium continues to be an inhibiting factor to investment.

But financials still not positive

The optimistic mood has not yet translated into positive financials. Performance to budget remains disappointing in the third quarter—and worrying—with more than 50% of survey participants reporting that their companies are running behind budget, with few hoping to still catch up in the final quarter (as opposed to 22% doing better than budgeted).

Highlights from the Q3 2013 Belgium CFO Survey:

- Close to 50% of CFOs expect the Belgian economy to grow in 2013 by 0.2%; only 17% expect Belgium to enter into recession in the next two years.
- CFO optimism has risen to its highest level (34%) since the end of 2010; only 18% are now (somewhat) less optimistic.
- The percentage of CFOs who see the level of external financial and economic uncertainty as high or very high has decreased from 53% to 26% this quarter.
- After the first nine months of 2013, close to 55% of respondents' organizations are lagging behind budget.
- Although business conditions are improving, CFOs' risk appetite is not rising. At this point, 22% of CFOs, similar to last quarter, believe now is a good time to be taking greater risk onto their balance sheets.

Defensive strategies, including cost reduction, cash flow management, and efficiency improvement, remain the dominant priorities. In fact, since 2012, organizations have been focusing more on defensive strategies than on expansionary strategies. Moreover, their appetite to take on additional risk on the balance sheet has not seen a marked increase, notwithstanding the prevailing perception of CFOs that balance sheets today are underleveraged. In fact, similar to last quarter's results, only 22% of CFO respondents,

believe now is a good time to take greater risk onto their balance sheets.

Debt and borrowing attractive

Overall, corporate debt and bank borrowing remain attractive means of financing. Equity is attractive as well, and received the highest rating in two years. Credit availability, on the other hand, has remained stable compared with the previous quarter, while one-third of surveyed CFOs report that bank credit remains hard to get. Credit is still perceived as cheap for the average CFO. Going forward, though, 43% of CFOs respondents expect higher price terms or harder lending terms.

While over the past few years corporate balance sheets were perceived as appropriately leveraged by the majority of CFOs, close to 30% now think corporate balance sheets are underleveraged. With the reduced financial and economic uncertainty, balance sheets are today evaluated differently than previously.

Negative toward government policies

Close to 60% of the CFOs surveyed rate the way in which the federal government is setting the right priorities for financial and economic policy making as negative. The percentage of CFOs who rate the priority setting as positive has slightly increased, from less than 5% to 12%.

In fact, CFOs continue to be unhappy about almost all current policy settings in Belgium, especially those related to the labor market and taxation policy. Current policy setting is perceived as not contributing to the long-term success of business in Belgium. The monetary policy, which is a eurozone policy, is perceived as more appropriate for the long-term success of businesses in Belgium.

From the specific 2013 recommendations for Belgium, published by the European Commission, shifting taxes and restoring competitiveness are expected to have the most positive impact on organizations.

CFOs seem to think that we have left the euro crisis behind us. Hardly any still assign a high rating to the likelihood of one or more member state leaving the eurozone in the next 12 months.

Finland

Hoping for better days



Citing structural weakness

After four quarters of falling quarterly GDP, Finland exited recession with 0.2% growth in the second quarter of 2013. The outlook continues to be weak, however, and the recovery is lagging behind the other Nordic countries.

The economy is not only troubled by cyclical factors, but it has become increasingly clear that some problems are structural. The export ratio has fallen 10 percentage points compared to the pre-crisis level, terms-of trade have fallen, and unemployment is expected to decrease slowly.

Still, CFOs are now more optimistic about their financial prospects than in the past two years, although the amount is still falling behind the 2010 levels. Net optimism among CFOs has soared from 2% to 24 % during the last six months. Based on the comparison with the UK, it seems that the economic optimism outside the Eurozone has finally reached Finland.

Moreover, CFOs suppose the best opportunities for growth to be found in the Nordic region. Some 42% of respondents said that their company will have the best opportunities for growth there during the next 12 months.

Demand still a concern

Demand remains the single greatest concern for CFOs, with 68% naming it number one. Also, CFOs are widely concerned about the Finnish economy and competitiveness: 62% of respondents said it is the top concern for their company in 2013.

While domestic demand held up in 2012, it has fallen so far in 2013 (-0.3 % in the first and second quarters). Consumer confidence has improved, but households are under pressure from a weak labor market, government belt-

Highlights from the H2 2013 Finland CFO Survey:

- Overall uncertainty remains high (84%), but less believe that uncertainty levels are high or very high.
- All in all, net optimism has soared from 2% to 24% among CFOs in Finland.
- Demand is still the greatest concern among Finnish CFOs, with 68% naming it number one.
- Also CFOs in Finland continue to be concerned about their home economy and competitiveness.

tightening, and low wage increases. Consumption is expected to fall as an annual average in 2013.

Unemployment fell 0.5 percentage points in six months to 7.7 % in August, despite weak growth. In spite of all, the number of employees in Finland is expected to decrease. Some 44 % of respondents indicated that the number of employees working for them in Finland will decline.

Falling inflation

Inflation fell more than expected. After peaking at 3.5 % late in 2012, boosted by tax hikes, it stood at 1.8 % in September 2013. Changes in indirect taxes will also push up inflation in 2014-2015, although to a lesser extent.

Meanwhile, the lending willingness toward CFOs' companies remains quite good. Currently, 55 % of CFOs say that the attitude of financial institutions toward their company was "favorable."



France

Revival of CFO optimism

Economic growth fuels optimism

The difference between this edition of the France CFO Survey and the previous one is obvious: the percentage of respondents who say they are optimistic increased from 3% to 24%. Moreover, only 14% are pessimistic, versus 69% in April 2013.

This renewal of optimism may be related to the resurgence of economic growth. Indeed, according to the INSEE (the French National Institute of Statistics and Economic Studies), the economy recorded growth of 0.5% during the second quarter, the strongest showing since first-quarter 2011 and enough to beat most economists' forecasts.

Regarding growth opportunities 86% of CFO respondents still favor North America. The unexpected news is that they are also betting on a recovery in Europe, and in France in particular. In fact, their outlook regarding growth in Europe went from 1% in April to 59% today, and from 0% in France to 24% during that same time period.

CFOs surveyed see Asia's economy as less dynamic than previously. As a result, any negative trend there seems to accentuate their perceptions about growth in that region.

Still feeling uncertain

Forty-three percent of surveyed CFOs say their companies face an average level of economic and financial uncertainty; 34% assess it as high, similar to that observed in September 2012.

In the case of cash surpluses, CFOs favor capacity investments (42%), R&D and innovation (35%), and acquisition and modernization of existing equipment (31%). They remain cautious about investment in financial assets, dividend payments, or share repurchases. Moreover, they are still focused on cost reduction (58%) and organic growth (50%).

Highlights from the H2 2013 France CFO Survey:

- Some 24% of France's CFOs are now optimistic about their own companies' business prospects, compared with 3% last April. Only 14% are pessimistic compared to 69% in the last survey.
- North America is seen as the primary growth zone by 86% of surveyed CFOs.
- Uncertainty is the new normal for 43% of the CFO respondents.
- In order to finance investments, 55% of CFOs are considering opting for disintermediated financing modes.

M&A comes back

Some 75% of CFO respondents anticipate a rise in M&A activities in France in the next six months. However, almost half of CFOs do not expect divestitures or acquisitions at their own companies during that time. Instead, they expect more acquisitions in the rest of the world (31%) and in the EU (35% without France) than in France (25%).

Focus on liquidity

Liquidity risk management is a focus of many surveyed CFOs. The quoted levers include diversification of banking relations (54%), new approaches to financing (54%), and access to credit lines (50%). Still, liquidity shortages are not the stress point they used to be (23% versus 53% a year ago).



Germany

Stepping up the pace

Profound change continues

The profound change in sentiment that was noted among Germany's CFOs last survey has continued. They increasingly see the economic situation and that of their own companies in a much more positive light. In fact, more than two-thirds are optimistic with regard to the German economy in the next 12 months. At the same time, the perceived uncertainty in the economic environment is clearly declining, particularly thanks to the stabilization of the euro crisis. Hardly a CFO still expects the eurozone to break apart, and only a few expect contraction.

At the same time, a positive outlook for sales and margins is driving business prospects and investment. CFOs judge their own business prospects more optimistically than they did in the spring, when they climbed out of the negative into the positive area. CFO survey respondents actually anticipate strong growth in sales and margins in the next 12 months, and their corporate plans for investment and recruitment reflect the positive growth expectations.

The positive outlook is reflected in the newly developed Deloitte CFO Confidence Index. The Index depicts the overall economic expectations of CFOs on one hand and corporate growth orientation on the other. Over the past two years the index has distinctly improved, compared with the negative level in 2012 and the already positive level in the first half of 2013. It is in solidly positive territory now.

Innovation rules

The growth orientation is also seen in companies' strategic priorities. Introduction of new products and services rivals cost cutting as the number one priority. At the same time, companies are planning to deploy their capital reserves mostly for investment. Consistent with the greater focus on investment and innovation, their investment

Highlights from the H2 Germany CFO Survey:

- Some 68% of CFOs view the German economic outlook as positive.
- Corporate plans for investment reflect the positive outlook, with 35% of CFOs planning to increase investment expenditure.
- The main focus of planned investment activities is on R&D and new products.
- Some 67% of CFOs surveyed view the level of education in Germany as better than in other leading industrialized nations.

priorities are in innovation areas, such as research and development and sales and marketing.

Germany as a business location

In the CFOs' perspective, the biggest obstacles for higher private investments in Germany are energy costs and complexity in the tax system. Energy costs are also seen as the biggest risk for corporations for the coming 12 months.

In terms of innovation leadership, CFOs surveyed rank Germany as the leading location in the manufacturing and energy sectors. The U.S. is seen as the innovation leader in the consumer goods and technology industries. The CFOs expect a similar ranking in five years, but with one major change: China will join the top group.

The high level of education is Germany's most important competitive advantage; shortcomings in the commercialization of innovation is its greatest disadvantage.

Ireland

Achieving sustainable growth?



Mixed reviews of government moves

The third quarter of 2013 was again a significant and eventful one for Ireland. Domestically, the referendum to abolish the Seanad (Ireland's Senate) was defeated and the Haddington Road Agreement was rejected by one of the main teachers' unions in Ireland, with the Association of Secondary Teachers in Ireland (ASTI) members voting two-to-one in favor of industrial action. Internationally, the European Stability Mechanism (ESM) became the "sole and permanent mechanism for responding to new requests for financial assistance by euro area member states."

Against this backdrop, business optimism among Ireland's CFOs dropped for the first time in 2013, falling from net 33% in Q1 and net 36% in Q2 to net 28% this quarter. The survey was conducted in the lead up to "Budget 2014," which may have affected business optimism, as companies awaited the impacts of these announcements, however.

Uncertainty levels drop sharply

It is encouraging that the majority of CFOs surveyed believe their companies and the Irish economy have already returned to growth. However, the overall view on the eurozone returning to growth is not so optimistic, with almost half of respondents believing that it will be 2015 before this occurs.

At the same time, the level of external financial and economic uncertainty has fallen significantly. Only 12% of survey respondents indicated that the level of external financial and economic uncertainty facing their business is high or very high. Last quarter the figure was 59%. CFOs continue to consider market risk as the largest threat to their company (48%), however, this sentiment has been falling since Q1 2013 (83%). Operational risk, or the risk of loss resulting from inadequate or failed internal processes, people, and systems, has experienced the most significant increase this

Highlights from the Q3 2013

Ireland CFO Survey:

- Some 48% of CFOs surveyed cite market risk as the largest threat to their company, a drop from 71% in Q2.
- Net optimism among CFOs dropped slightly, to 28%, but CFOs appear optimistic overall.
- A net 17% of respondents perceive financing from domestic banks as being easily obtainable.
- Three-quarters (76%) of CFOs identified their corporate strategies as expansionary, a rise of 20% since Q2.
- While retention of talent has dropped in importance since Q1, 77% of CFOs

quarter, rising from 16% to 20%.

Strategic growth eyed

Three-quarters (76%) of CFO respondents identified their corporate strategies as expansionary, a rise of 20% since Q2 2013. The figure had dropped between Q1 and Q2, but the latest results indicate that it is once again on the rise.

Strategic rather than market growth has a greater effect on firms' investment plans for the next 12 months, according to CFOs. In fact, 79% of respondents identified the long-term growth of their product and service offerings as having a positive effect on investment. Growth prospects of the Irish market are also seen as having a positive effect by 50% of CFOs. Conversely, market uncertainty represents the greatest concern among CFOs, with 75% of respondents identifying market uncertainty as having a negative effect on investment plans.

Financing, debt, and credit

Domestic banks remain the preferred method of funding in Q3 2013, with an increase of 4% over the previous quarter. Still, 50% of respondents believe new credit from domestic banks to be costly. But a net 17% of respondents perceive finance from domestic banks as being easily attainable, continuing the upward trend recorded in Q2 2013, and representing a significant shift in perception from that recorded over the past two years.

Perceptions around the availability of credit from domestic and overseas banks and equity sources have improved this quarter, with a majority of respondents citing credit from these sources as easily attainable. A net 4% of respondents perceive corporate bonds to be difficult to obtain, however. At the same time, there has been a significant change in attitudes toward equity, which is now perceived by a net 13% of respondents as easily available, a rise of 56% from Q2 2013.

A net 24% of CFO respondents reported that their leverage has fallen in the last year. This is a substantial change compared with the net 13% of respondents who reporting leverage decreases this time last year. Also, 76% of respondents believe it is not a good time to take greater risk onto their balance sheets, a slight increase from the 71% reported in Q2 2013.

Impact of Irish GAAP changes

Fundamental changes have been introduced to Irish GAAP, effective for periods commencing January 1, 2015. All extant FRSs and SSAPs will be withdrawn and replaced by one standard based on IFRS for SMEs, called FRS 102. The changes introduce a wide range of choices of accounting frameworks, including IFRS, IFRS with reduced

disclosures for qualifying entities, as well as FRS 102. The new frameworks set out regulation for all entities (other than listed entities) to transition to the new accounting frameworks. Listed companies transitioned to IFRS in 2005 (EU IAS regulation).

From the CFOs' perspective, 68% feel that they have adequate resources in their finance function to ensure a smooth transition to FRS 102. But 59% of CFOs believe their Boards of Directors have not yet made the decision as to what accounting framework to adopt for 2015 and beyond.

Sustainability firmly on CFOs' agendas

Compared with Q2 2012, when we last surveyed CFOs on the topic of sustainability, sentiment among finance chiefs on the matter has changed somewhat. There is an increasing emphasis on the importance of sustainability, with 81% of survey respondents believing it forms an important part of the CFO's agenda. Opinion among CFOs has largely remained stable over the last year, with the vast majority of survey respondents (91%) believing there is a direct relationship between sustainability programs and business performance.

In addition, 26% of CFOs believe the workplace is the most important pillar of sustainability for them in their role, an increase of 2% on previous results. The marketplace was second, at 22% of CFOs, who saw it as the most relevant area of sustainability for their role.

The results highlight the fact that CFOs include sustainability dimensions in the bidding and procurement processes, with 75% and 81%, respectively, responding favorably. Of those who responded no, 40% plan to incorporate sustainability dimensions in bidding processes in the future, while 50% of CFOs plan to incorporate sustainability into procurement processes.

Middle East



Mixed optimism amid uncertainty

Optimism varies

Optimism during H2 2013 has weakened over the past year in the region due to the ongoing political uncertainties. A net 41% of Middle East CFOs feel more optimistic about the prospects for their companies compared with 12 months ago (a net 54%). But the optimism has become increasingly bifurcated in the region, with the Gulf countries reporting relatively higher levels of optimism compared with the surrounding North African and Levant countries. For example, CFOs in Syria reported a net 13% less optimism, while CFOs in the UAE reported a net 75% more optimism. Only a net 2% of CFOs reported their companies are carrying higher cash balances compared with a year ago, when a net 23% reported the same. While 75% of CFOs were predominantly concerned with market risk last year, that number has declined to 39%, with strategic, operational, and financial risks all becoming a prevalent concern, reflecting the general uncertainty in the environment.

Focus on organic growth, cost reduction

Over the next 12 months, CFOs are turning more inward, focusing on organic growth, cost reduction, and increasing cash flows. While many are still seeking strategic alliances, the expectations for M&A have dropped 25% over the prior year. The MENA region is still favored in terms of geographic expansion over other parts of the world, which is consistent with the previous year. Only 22% of CFOs would consider an IPO at present, compared with 34% a year ago. While CFOs reported revenues, capital spending, and hiring as the three key business metrics to improve most during the coming 12 months, the number reporting so is 38% less than a year ago, indicating less confidence in their outlook.

Improved balance sheets

A net 61% of CFOs surveyed believe their balance sheets are appropriately leveraged, up from 46% a year ago. CFOs reported the cost and availability of new credit have improved over the past year. A net 24% of CFOs believe that equity markets indexes will increase

Highlights from the H3 2013 Middle Eastern CFO Survey:

- CFO optimism has declined over the past year, but is also beginning to bifurcate among countries in the region.
- Organic growth, cost reduction, and improving cash flows take priority over M&A and geographic expansion for the coming 12 months.
- A net 61% of CFOs surveyed believe their company balance sheets are appropriately leveraged, up from 46% a year ago. CFOs reported that one in four companies in the Middle East are still without a business-continuity plan in place.

over the coming 12 month, versus 42% a year ago. The same CFO sentiment exists for government bond values, where a net 2% see an increase in values in 12 months compared with a net 23% a year ago. The declining market expectations may also be an indication of rising interest rate expectations over the coming 12 months.

Facing continued uncertainty

When asked if it is a good time to be taking greater risk into their balance sheets, 65% of the CFOs surveyed would not do so, consistent with a year ago. CFOs reported the top three board themes at their companies as growth, profitability, and improving cash flows.

When asked about their companies' business-continuity plans, CFOs reported that one in four still do not have such a plan in place, despite the increased uncertainty and instability in the region. For those companies that do, 61% are reviewing their plans and updating them at least once every 12 months.

Netherlands

Optimism and opportunity



The worst seems over

There has been a lot of good news about the Dutch economy recently. The Netherlands officially exited recession, and there is also a general feeling that the worst is over. Dutch consumer confidence, in fact, improved from -33 to -27 in October.

NEVI/Markit's Purchasing Managers' Index for the Dutch manufacturing sector came in at 54.4 in October, down from 55.8 in September, which was the highest level since April 2011. The main drivers were increased export sales, new orders, and stocks of purchases. This positive news was supported by data from Statistics Netherlands, showing that producer confidence increased from -2.8 in September to -0.5 in October, the highest level since October 2012.

With a background of improving economic sentiment, both in the Netherlands and in the eurozone, Dutch CFOs' business confidence has risen to 24%, versus 14% last quarter. In addition, CFOs' perception of economic uncertainty continued to fall. Seventy-six percent of CFOs rate the current financial and economic conditions at a higher than normal level of uncertainty, down from a peak of 95% in Q3 2011 and falling sharply from last quarter's 89%.

Expecting positive cash flow

The percentage of CFOs expecting their cash flows to increase by 11%-20% has risen from 11% in Q2 2013 to 36% currently. The percentage of CFOs who expect a decrease remains stable at 68%.

Changes in cash flows are mainly driven by capital expenditures (44% of CFOs expect a decrease) and changes in head count (40% expect to hire).

Highlights from the Q3 2013 Netherlands CFO Survey:

- CFO optimism has risen slightly, but remains low, with only 29% of respondents reporting they are more optimistic.
- The percentage of CFOs who expect a cash flow increase has risen from 11% last quarter to 36% now.
- Risk appetite reached its highest level (31%) in two years last quarter, and topped it at 32% this year.
- Corporate debt and bank borrowing are seen as equally attractive sources of funding.
- Some 92% of CFOs surveyed expect M&A levels to increase in the next 12 months.

M&A on the upswing

There is also a significant increase in the outlook for the M&A market. No less than 92% of CFOs surveyed expect corporate merger and acquisition activity to increase over the next 12 months, the highest level since Q4 2010. Private-equity transactions are also expected to return, given the 83% score.

Most CFOs believe their organizations will be involved in M&A over the next 12 months. Almost a third of CFOs indicate an intention to divest assets or subsidiaries, and 52% will be involved in acquisitions.

Risk appetite increases slightly

In the last edition of this survey, CFOs' appetite for risk reached its highest score (31%) in two years. Now, this seems to be sustainable, and risk appetite even increased further, although modestly, to 32% of CFOs who say that now is a good time to take greater balance sheet-related risks.

This is against a background of further reduced economic and financial uncertainty. Some 76% of CFO survey respondents rate the current financial and economic conditions at a higher than normal level of uncertainty, down from a peak of 95% in Q3 2011 Q3 and falling sharply from last quarter's 89%.

CFOs also report that the cost of credit is relatively cheap, but that availability has fallen from 36% to only 4%.

Bank borrowing and corporate debt are now equally attractive sources of funding, although both decreased compared with Q2 2013. Equity as a source of funding gained ground, but is still perceived as least preferred.

As in the previous quarters, there is practically no CFO who is (very) likely to issue equity over the next 12 months. A net percentage of 11 is likely to attract or renew credit, an improvement, given last quarter's -6%, but largely driven by renewing current credit.

Special topic: The digital agenda

The world is changing rapidly due to ongoing digitization, and for CFOs who embrace the digital world there are many opportunities. Key themes of digitization include mobile, social media, data analytics, and cyber security, among others.

The theme with the highest impact on CFOs' organizations is mobile, followed by data analytics, with social media having the lowest impact.

At this time, cyber security requires the highest level of financial investment. Cyber crime is fueled by increasingly sophisticated technologies, along with relatively new trends in mobility usage, social media, and rapidly expanding connectivity—all in the hands of more-organized online criminal networks.

For next year, 74% of CFOs surveyed expect to increase their investments in digital; no one will decrease investment.

Digitization was previously considered as a topic for the IT department or marketing, but has

become an agenda item for the entire C-suite. Some 60% of CFOs believe that the knowledge level in its board of management is adequate, and 32% rate their level of knowledge as high. A remarkable 38% of CFOs believe that the level of knowledge of supervisory board members is below average.

Although 52% of surveyed CFOs say that digitization is in the portfolio of one of its board members, only 24% have a positive view of the appointment of a CIO or CTO in the board of management; 40% are neutral and 36% negative.

North America

Adjusting to an uneven recovery



Bucking a trend

Our last CFO Signals survey showed that CFOs were feeling better—especially relative to a year earlier. And the good news is that their optimism has largely carried over to this quarter, bucking a trend that typically sees a precipitous drop in the second or third quarters.

A key reason is that most companies in the survey derive a very large proportion of their earnings from North America, and this region's economy continues to be the relative bright spot. While North American economies are not strong by historical standards, both their current status and their near-term trajectories compare favorably with European economies that remain near recession and major emerging markets that are facing slower growth.

Those other economies, however, are giving CFOs pause. While Deloitte's economists hold that global economic conditions are improving, albeit in fits and starts, recent volatility fueled by prospective changes in U.S. monetary policy, a new monetary policy in Japan, instability in China's banking system, and unfolding events in Syria has clearly taken its toll: this quarter, CFOs' expectations for year-over-year sales, earnings, investment, and hiring are among the worst seen.

What is a bit different—and perhaps encouraging—this quarter is that a rising number of companies appear focused on reassessing and adapting their strategies, and also on reducing direct costs, suggesting that they may be making longer-term strategy adjustments to account for ongoing volatility in a “fits and starts” economic recovery.

Optimism mixed with caution

CFO optimism has been high throughout 2013, and remains high this quarter. Forty-two percent of CFOs surveyed express improved optimism about their companies' prospects, and 24% express declining optimism.

Highlights from the Q3 2013 North America CFO Survey:

- CFO optimism has been high throughout 2013 and remains high this quarter, bucking a trend that typically sees a steep drop in the second or third quarter each year. Forty-two percent of CFOs express greater optimism about their companies' prospects, and 24% express declining optimism.
- At 5%*, sales growth expectations are positive, but well below the 7% long-term average. Meanwhile, earnings growth hit a new low, at 8%*, well above the 12.3% historical average.
- Nearly 38% of CFOs surveyed rate North America's economies as more good than bad (up from 30%), and more than half expect the economy to be stronger in a year. By comparison, only 26% regard China's economy as good, and just 27% expect it to be better in a year; the numbers are 3%

But you would not know CFOs are optimistic by looking at their year-over-year expectations. At just 5.0%*, sales-growth expectations are the lowest in a year, and just 78% of CFOs expect gains—the lowest in three years. Earnings-growth expectations are similarly cautious, at 8.0%*, also matching their three-year low.

These falling expectations are taking a large toll on companies' investments. After two stronger quarters above 7%, capital-spending growth expectations fell sharply, to just 4.9%* (the U.S. is the relative bright spot at 6.4%). And after peaking at 2.4% last quarter, domestic hiring growth expectations returned to a ho-hum 1.3%*.

But recognition of a tough global economic environment and muted expectations do not mean companies have become passive. The vast majority of respondents still say their companies are focused on pursuing opportunity over limiting risk, and are much more focused on growing and scaling than on contracting and rationalizing.

The path to growth

Companies are largely aligned on where they are placing their growth bets. Seventy percent of CFOs say economic growth in North America is a top growth engine, more than twice the level of all the other markets combined. Nearly 38% rate the region's economic health as more good than bad (up from 30%), and only 9% rate it as more bad than good. Moreover, more than half expect the economy to be stronger in a year, and just 2% expect it to be worse. By comparison, only 26% regard China's economy as good, and just 27% expect it to be better in a year; the numbers are 3% and 14%, respectively, for Europe.

Companies are less aligned when it comes to M&A, evenly split in its role in their growth plans. When they do plan to utilize it, the driving reasons are the perception of good growth opportunities and the need to augment organic growth. When they plan to forgo M&A, it is not because companies do not see good domestic and foreign growth opportunities, but rather because they believe organic growth options are better, because they would rather rely on internal innovation, or because they do not see good values in the M&A marketplace.

Pressures at all levels

Consistent with previous quarters, CFOs' chief worries center on the lack of longer-term economic improvement in North America, Europe, and Asia, and on the impact of government actions on economic recovery. Concerns regarding fiscal and environmental policy actually declined, but worries about industry-specific regulation continued to grow, concerns about Washington gridlock returned, and new worries about the effects of geopolitical events on economic growth emerged—even before conditions in Syria became front-page news.

Industry- and company-specific concerns rose this quarter as well. CFOs again expressed frustration about the direction and clarity of industry-specific regulation. And a rising proportion expressed concerns about industry dynamics, especially margin pressures as price competition heats up and as companies struggle to align costs with flat or declining revenues.

CFOs as strategists

As companies have continued to adapt to volatility, CFOs have voiced the wish for an increased role in strategic decisions and stronger relationships with their CEOs. This quarter's findings provide a view into what CFOs are actually doing to effect both changes.

CFOs clearly indicate that they have an increasing voice in strategic decisions—especially corporate or cross-unit decisions, such as deciding which industries to enter and exit and which businesses to grow and shrink.

And when CFOs claim a lesser voice in a particular type of decision (such as where to focus cost-reduction efforts), it is usually because they are instead leading the decision-making process and presumably providing objective rather than subjective insight.

It is also clear that CFOs are working closely with their CEOs around strategic decisions. The vast majority say they have good access to their CEOs and boards, and serve as strategic sounding boards. Their best pieces of advice for building a strong relationship with a CEO: serve as the CEO's right hand, add value to the business, and communicate effectively and often.

CFOs' views are mixed when it comes to a future CEO role, with only about 40% saying they would like to be their CEO's successor. Only about 40% of these CFOs believe they will actually be their company's next CEO, but more than 60% believe their CEO would endorse them now for a CEO role outside their company.

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

Norway

Dark clouds on horizon



Outlook shifts to negative

Since the Q1 2013 CFO Survey, the stock market (Oslo Børs Benchmark Index) has increased by 4.9%. Recent signals from Statistics Norway and The Central Bank of Norway indicate that the economic development in Norway is uncertain due to mixed macroeconomic signals. Unemployment remains low, and the 2013 prognosis is for 3.6% unemployment. In addition, the inflation targets have been met, and the Norwegian krone has weakened compared with the currency of large trade partners. On the negative side, growth estimates have been reduced, and the unemployment future prognosis has increased.

The interest rates in Norway (Norwegian Inter Bank Offered Rate) are at a historical low, and 71% of the CFOs surveyed believe that there will be an increase in interest rates over the next six months. The Central Bank of Norway has also increased its interest rate forecast.

In our Q3 2013 CFO survey, a net balance of -3% of CFOs state that they are more optimistic about the economic outlook compared with six months ago, down from 36% in Q1 2013. The retail sector has experienced the largest decrease in optimism, from a net balance of 10% in Q1 to -55% in Q3. This is in line with the poor prognosis for Norwegian private consumption since the last survey.

Banking regulations lift bonds

CFOs within the banking sector have increased their financial risk on the balance sheet in the last 12 months. A net balance of 10% have increased financial risk, compared with -33% in Q1 2013. This finding indicates that the strict requirements of both Basel III and additional regulations from the Norwegian Ministry of Finance have already been met by the Norwegian bank sector.

Fifty-four percent of CFOs surveyed consider corporate bonds as an available source of

Highlights from the H2 2013 Norway CFO Survey:

- Norway's CFOs are much less optimistic about the economic outlook than they were six months ago, with a net balance optimism of -3%.
- The retail sector experienced the largest drop in optimism, from 10% net optimism in Q1 to -55% in Q3.
- An increase in interest rates over the next six months is regarded likely by 71% of survey respondents.
- The banking sector displays a net increase of financial risk in the balance over the last year. The sector acts as if it has already met the requirements of the Norwegian regulatory capital buffer.
- Corporate bonds are clearly considered the most available and attractive source of financing.
- On average, CFOs attach a 10% probability to one or more euro members leaving the single currency in the next six months, down from 22% in Q3 2012.

financing. This confirms the position of corporate bonds as the most available and attractive source of corporate financing. The survey also indicates an increase of availability among the other sources of financing. The net balance of bank loans' availability increased from 18% in Q1 to 25% in Q3, and equity availability increases from -12% in Q1 to 0% in Q3.

Southern Africa

Endurance: the journey continues

Mixed economic outlooks

The sixth Deloitte Survey was extended to include CFOs operating in five African countries (Botswana, Malawi, Namibia, South Africa, and Zambia). The five operate in somewhat different economic environments: In South Africa, for example, there is a fragile recovery, with an economy continuing to expand at a fairly pedestrian growth rate of 2.5% in 2012. Economic growth in Botswana has slowed after a particularly strong performance in the two years after the global financial crisis. Malawian economy is set to recover as policy reforms take hold. Strong performance in primary sectors has Namibia holding its own for now. And Zambian growth remains robust, but its future is uncertain.

From their vantage points, CFOs in the individual countries also have different outlooks. South African CFOs surveyed are optimistic about the future of its GDP growth, predicting 3.0% in 2014, rising to 3.7% in 2015, which is in line with the expectations of the National Treasury and the SA Reserve Bank. CFOs in the other four countries, forecast GDP growth to rise on average across the countries from 5% this year to 5.8% in 2015.

Improved performance

The majority of businesses throughout Southern Africa are showing improved performance. Over the past financial year, nearly a quarter (22.3%) of South African CFOs report that their organizations have shown a significant improvement in performance, while the others surveyed report an even higher 27.3%. An additional 25.5% of South African companies and a much higher 37.7% of CFOs in Botswana, Malawi, Namibia, and Zambia report that their organizations have improved to some extent. Moreover, looking to 2014 and 2015, CFOs are certainly optimistic: 85% believe that 2014 will bring about an improvement in company performance, and a similar percentage see a continuation of the good performance into 2015.

Highlights from the H2 2013 Southern Africa CFO Survey:

- Southern African CFOs are still expecting healthy economic growth (5%-5.8%).
- A majority of CFOs view their own company performance as having improved, and a further 85% believe that 2014 will bring about additional improvement.
- Only 21% of CFOs forecast higher interest rates over the next 12 months, pointing to cheaper funding being available.
- More responsibilities and poor company performance top the list of CFO job stressors.
- The top ranked strategy for CFOs is to “improve operational efficiencies and optimize processes” and the third ranked is “reducing operating costs and/or rationalizing operations.”

What about BRICS?

For the first time, the survey probed for the extent to which respondents trade with any of the BRICS countries. While South Africa is the BRICS country with which the other four countries surveyed in the region conducts most of its trade, respondents from the other countries do not source a significant amount of their imports from the balance of the BRICS countries. In addition, most South African companies surveyed source less than 24% of their imports from other BRIC countries.

Performance in Africa

Last year, we spoke a lot about South African companies expanding into Africa. There is good news. Almost 59% of companies that have expanded into other African countries record that their performance is in line with their expectations, with another 29% stating that the experience has been above expectations. Only a minority of companies have found the experience disappointing, with 12.5% recording performance below expectations. This bodes well for further investment on the continent.

Meanwhile more than half (55.1%) of South African companies surveyed are planning to expand into Africa in the near future. For the rest of the countries included in the survey, almost 30% intend expanding into Africa in the near-term.

Although growth opportunities remain the single more important reason for companies to invest in Africa, only two-thirds of CFOs cited this as a reason in 2013, compared to almost all CFOs in the previous year's CFO Survey. In addition, fewer businesses are making the move in order to gain market share (21% compared to 38% previously).

Stepping onto the back foot

In the 2013 survey, there has been a tentative step back toward defensive strategies, albeit not exclusively. The top ranked strategy is now "improve operational efficiency and process optimization." With 60% of the companies surveyed reporting currently following this strategy and an additional 16% stating that they are likely to adopt

this as a strategy. In addition, 58% of the companies are reducing operating costs and/or rationalizing operations with another 13% likely to do so in 2013.

But it is not all gloom. There remains a strategic focus among some companies to grow, with the second, fourth, and fifth most common strategies being to increase focus on growing customers channels and products (59%), focusing on revenue growth from developed markets (49%), and focusing on revenue growth from emerging markets and Africa (37%).

Lack of resources = CFO stressor

Staffing and a lack of resources are, in one way or another, the most significant stress factors for CFOs. From the top stressor "excessive workload, roles and responsibilities" to "insufficient support staff," "too much administrative/low value work," we have a picture of a CFO who is stretched to the edge, limiting time and the space to think strategically, and instead focusing excessive time on day-to-day operations side of the business.

This has been a recurring theme for CFOs in all the previous surveys. It also highlights the general skills shortage in Africa and the need for ongoing efforts to enhance education and training on the continent. It is alarming to note the extent to which the lack of support staff has become a very pressing concern for CFOs compared to the last iteration of the report.

Spain

Regaining confidence



Encouraging economic signs

The positive signs in the Spanish economy are reflected in the perceptions of the CFOs surveyed. Three quarters of respondents rate the economy as poor or very poor, compared with 91% in the last survey and 90% a year ago. Also down is the percentage of CFOs who believe the situation is very bad (from more than 30% in the last three surveys to 19% in the latest survey); twice as many now see it as regular (22%).

The percentage of CFOs who believe the Spanish economy will be in stagnation or recession next year decreased by almost half (from 79% to 40%). Still, 59% of respondents feel it will be in a slow recovery—the highest percentage since the survey began.

Regarding the variables that will have a major impact on the Spanish economy, respondents pointed to the fiscal and economic measures taken by the government, followed by the evolution of other European countries. Exports have also given the Spanish economy support, reaching an historic high in the first half of the year. And respondents expect this trend to continue, with 87% believing that exports will increase next year.

Increased liquidity

The percentage of CFOs with an optimistic view toward the operational and financial prospects of their companies is the highest since the start of the survey. In addition, almost half of respondents (48%) believe that next year will bring acceleration in the growth of demand for products and services, and almost a quarter (22%) expect that acceleration to begin in the first half.

The significant decline in the Spanish risk premium in recent months should result in a reduction in financing costs for businesses and individuals. However, while 66% believe that will favor the consumption or employment, 69% of CFOs think it will not have any effect on their business.

It seems Spanish companies will have increased liquidity in the coming months. Some 64% of CFOs surveyed expect the level of cash flows at their company to increase in the next year, the highest

Highlights from the H2 2013 Spain CFO Survey:

- Some 59% of respondents believe the Spanish economy will experience a slow recovery next year, the highest percentage since the survey began.
- At the global level, 72% of CFOs surveyed believe the economy will go through a slow recovery or growth phase.
- Eleven percent of CFOs perceive the Economic and Monetary Union positively in the short term, and 57% perceive it positively in the medium term (the highest percentage ever registered).
- CFOs continue to view financing as expensive (87%) and difficult to get (92%). Some 43% of respondents expect an improvement in new financing offers and price before 2015.

percentage recorded since the beginning of the survey.

Positive M&A trends

The market for mergers and acquisitions in the third quarter was 28% higher than in the same period in 2012 and double that of the second quarter of this year. Moreover, the number of transactions was 14% more than a year earlier. According to CFOs surveyed, this positive trend will continue, with the percentage of respondents who think that the number of mergers and acquisitions will increase in the next 12 months standing at 70% (the same level as a year ago).

Meanwhile the performance of the IBEX35 has been better than its European counterparts, and reached its highest level since July 2011. This improvement is reflected in the survey, with 85% of CFOs stating that within a year the IBEX35 will be above the current levels, compared with 71% who predicted so in May. This is the most optimistic

data since the survey began.

MARF, a new form of financing

Last October, Alternative Bond Market (MARF) was launched with the goal of ending dependence on bank financing for small and midsize enterprises. Through this system, a large number of solvent companies can now find financing through the issuance of fixed-income securities.

Since the November 2012 survey, debt issuance has been seen as the most attractive funding source for CFOs. Before then, CFOs had always regarded bank financing as the preferred option. However, in this survey, bank financing is now considered the least attractive, according to 61% of respondents.

Although the issue of debt financing is the most favored option for CFOs, there is still a perception that the capital markets are difficult to access and that issuance cost is high—so much so that 60% of respondents plan to use bank debt in the next 12

months, dismissing the options of issuing shares and bonds. These two funding options are viable for only 6% of respondents.

The "right hand" of CEOs

In a changing environment, in which companies must constantly adapt and respond appropriately to changes as quickly as possible, CFOs should play an increasingly important role as strategists, participate in decision-making, and strengthen their relationships with their CEOs. Hence, the main challenge CFOs surveyed say they face is "to influence business strategy and operational priorities." This topped "ensuring funding, liquidity, and capital costs are acceptable," which had been the main challenge for CFOs in the last two surveys.

Sweden

Recovery on track



Improvement seems near

In recent months, economic signals in Sweden have been mixed, but have largely confirmed a shaky first-half 2013 performance. After a weak second quarter, SEB forecast 1.2% growth in 2013. Looking ahead, there are indications that an increasingly optimistic household sector, combined with gradually improving international economic conditions, will lead to a significant growth surge. The improved macroeconomic outlook is also evident in the CFO survey, with Sweden's CFO Index value (a measure of future expectations that weighs four components--business conditions, financial position, lending willingness, and counterparty default risk) for September weighing in at more than 50 for the first time since early 2012.

Sentiments and outlook

Overall, CFOs remain reasonably positive regarding business conditions and outlook. Our CFO survey shows a significant improvement in business conditions. Fewer CFOs regard the outlook as "not so favorable," while more describe prospects as "average" or "favorable." Currently, 91% of CFOs surveyed regard business conditions for their company as either average or above average, compared with 75% this past spring. This finding appears to reflect the overall economic stabilization of the eurozone that has taken place in recent months.

As for the financial position of their companies, CFOs have not dramatically altered their views. Most significantly, fewer respondents regard the financial position as not so favorable, confirming the continuing improvement in business conditions for most companies. Overall, the financial position index has increased slightly, to 56.4 from 54.2, in line with the improvement in sentiment generally. A significant share of companies probably secured their funding requirements for several years when credit spreads were tight and interest rates low.

Sweden's CFOs also retain positive cash flow expectations for the next 12 months, seeing further improvements compared with those anticipated in

Highlights from the H2 2013

Sweden CFO Survey:

- A total of 91% of surveyed CFOs describe business conditions as "average" or favorable," compared with 75% last spring.
- About 65% of CFOs surveyed expect cash flows to increase over the next 12 months, with more than 15% expecting double-digit increases.
- Almost 70% of companies expect capacity utilization to increase slightly during the next 12 months.
- Surveyed CFOs expect the best opportunities for growth to be found in the stable Nordic region, as well as in recovering European economies.
- The main worry facing CFOs is consumer demand, with an increasing share describing it as their biggest concern.
- Currently, 52% of respondents state that the attitude of financial institutions toward their company is "favorable."

our previous survey. Today, 65% of CFOs surveyed expect cash flow to increase, and there has been a significant increase in the numbers who forecast a double-digit improvement over the next 12 months to more than 15%.

Prospects and concerns

As in previous surveys, demand remains the biggest worry for Sweden's CFOs, with interest rates ranked as a lesser problem, despite increasing since the February survey. Also, more than 30% of CFOs surveyed regard the cost of raw materials and commodities as their greatest worry (significantly more than in February), while 23% point to foreign competition.

Financing: positive sentiments

Sweden's CFOs report a continuing improvement in conditions affecting their financial risk exposure. Overall, sentiment has become more positive since our previous survey. This also supports the view that an increasing number of companies are seen as more financially stable and that market conditions have generally improved. It is also significant, and somewhat unexpected, that 7% of CFOs surveyed believe their balance-sheet risk has increased significantly. This would suggest some markets and segments remain under pressure.

Meanwhile, the lending-willingness index has increased to 63.1 from 54.8, well above the 50 threshold at which it becomes expansionary. Currently, 52% of respondents have stated that the attitude of financial institutions toward their company was favorable, compared with 45% in February. This improvement is probably also attributable to generally improved sentiment.

Outlook: growth prospects

Several indicators included in the Deloitte/SEB survey show that CFOs are increasingly confident of their companies' growth prospects for the next 12 months. Respondents expect the best opportunities for growth to be found in the stable Nordic region, as well as recovering European economies. This

varied assessment reflects both industry-specific expectations for growth markets and a preference for respondents' home markets.

In addition, a number of CFOs surveyed prioritize strategic investments, probably at the expense of financial investments (that is, CFOs surveyed would prefer to invest, for example, in M&A rather than simply reserve cash for future use). Another preferred alternative is paying shareholder dividends, with 19% of CFOs opting to prioritize this option. Paying down debt is still the most popular alternative with 40% of respondents, a view that may reflect current uncertainty following a prolonged period of macroeconomic turbulence and indeterminate demand, both of which may encourage CFOs to continue to reduce leverage.

Respondents remain optimistic concerning M&A activity. Already positive signs included in our spring survey have improved further, with more than 50% of CFOs now forecasting increased activity. While M&A volumes are well below historical levels, based on current developments, more companies are actively screening the market for potential acquisitions. That may lead to more transactions over the next 12 months. This view is also supported by respondents' increasing interest in strategic investments and their positive view of lending attitudes of financial institutions.

Switzerland

A bright autumn?



Sustained economic optimism

The Swiss economy has proved highly resistant to the financial crisis over recent years, and current economic growth puts it in a very strong position. The general upturn in the global business environment is also boosting its export sector. The State Secretariat for Economic Affairs (SECO) is therefore currently forecasting growth in GDP for 2013 of 1.8%, rising to 2.3% for 2014. Both figures have, in fact, been revised upward over the course of the current year. Given these positive indicators across the board, it is not surprising that Swiss CFOs have become progressively more optimistic since the beginning of the year.

The Q3 2013 CFO Survey reflects this optimism. In fact, 63% of respondents are optimistic about the prospects for the Swiss economy, with just 4% expressing pessimism. The resulting 59% net balance is the highest since Q1 2011.

Switzerland's CFOs are also less fearful of a recession: just 5% expect their country to face a recession in the next two years. This percentage has been falling steadily since 2012, and the fall continues this quarter.

Although global risks appear to have eased, new challenges and uncertainties are increasingly coming to the fore. The current geopolitical uncertainty caused by conflict in countries such as Syria and Egypt may bring further upheaval, while future U.S. central-bank policy could also be a major factor. In particular, any "tapering" of bond purchases by the U.S. Federal Reserve could have a substantial influence on interest rates. At the same time, talk about the U.S. potentially facing another "fiscal cliff" early in 2014 may unsettle global financial markets. Nevertheless, these uncertainties do not currently seem to be affecting the generally positive mood of Switzerland's CFOs.

Highlights from the Q3 2013 Switzerland CFO Survey:

- Some 63% of Switzerland's CFOs are optimistic about the economic outlook. Only 5% of respondents expect a recession in Switzerland in the next two years.
- In general, companies are showing a greater appetite for risk than in Q2: 39% of CFOs say they are willing to take greater risks onto their balance sheets compared with 36% three months ago.
- Almost half (48%) of surveyed CFOs expect investments to rise over the next 12 months.
- In the current quarter, 61% of CFOs consider bank credit as easily obtainable, with only 10% viewing it as hard to get.
- Some 87% of CFOs see Switzerland as an attractive business location.

Brighter company prospects

Growing optimism about Switzerland's economic outlook is also reflected in CFOs' assessment of their own companies' financial prospects. For more than a year, there has been a steady increase in the percentage of respondents expressing optimism about this indicator, and 37% are more optimistic about their companies' financial prospects this quarter than they were in Q2 (13% are more pessimistic).

Expectations for growth in revenues and operating margins over the next 12 months continue to be positive: 32% of CFOs surveyed expect margins to increase (a marked rise on the 2012 figure of 13%), while 30% expect them to decrease (around

half the 2012 figure of 60%) and 38% expect them to remain unchanged, (versus 27% in 2012). This is the first time since Q1 2011 that the net balance for margin expectations has been positive (2%).

Greater appetite for risk

A mixed picture emerges in the responses to how CFOs view company-specific risks. Compared with Q2 2013, more CFOs are concerned about rising capital costs, a concern also reflected in their responses concerning the cost of credit. In addition, they are more likely to view rising input costs and wage costs as a risk.

It is interesting to see how respondents perceive the risk of weaker foreign demand, the problems in the financial system, and the strength of the Swiss franc. Over recent quarters, this rating has declined steadily. Relatively positive economic growth in many foreign markets, recovery in the financial markets, and stability on the currency front all underpin this positive trend.

CFOs' growing appetite for risk is also reflected in their responses to other questions: they are slightly less likely this quarter to report defensive corporate strategies, such as cost-cutting and boosting cash flow. At the same time, a growing number of CFOs believe it is time to take greater risks onto their balance sheet to support growth. Some 39% indicate they are willing to do so this quarter, the highest percentage since the survey was launched.

Advantageous financing environment

Bank borrowing and corporate bonds remain CFOs' financing options of choice, with a large majority viewing them as attractive. Bank borrowing attracts a net balance of 68%, one of the highest figures since the survey launched in 2009.

The CFO Survey assesses credit conditions for companies against perceived costs and availability. Over the last six quarters, Switzerland's CFOs have considered the availability of credit as increasingly positive. In the current survey, the percentage of respondents who believe credit is easily available rose from 54% to 61%; 10% believe credit is hard to get (compared with 9% in Q2), producing a net balance this quarter of 51%.

A net balance of 50% of CFOs surveyed (Q2 64%) rate credit as cheap. Although the overwhelming majority still perceive the cost of credit as favorable, there has been a marked fall, from 69% in Q2 to 59% in Q3. The Q4 2013 survey will show whether this is an early indication of possible

changes in interest rates, particularly for long-term loans.

Does Switzerland mean business?

International research by a range of organizations regularly confirms that Switzerland is seen as a very attractive business location. This quarter's survey asked specific questions to gauge the views of Switzerland's CFOs on this issue.

A majority of CFOs confirm that Switzerland is an attractive business location (68%); 19% consider it very attractive, and just 13% think that it has limited attractiveness or is an unattractive business location.

Our question as to developments in Switzerland's corporate tax attractiveness produced a rather different picture. Forty-one percent of surveyed CFOs believe that Switzerland's tax attractiveness is decreasing compared with other countries, while just 10% think it is increasing. However, 50% also think that at least for the moment, Switzerland can maintain its current position in global tax competitiveness.

Over the next few months, a number of important referendums are due to be held on legislative proposals that may have an impact on Switzerland's attractiveness as a business location. CFOs were asked to give their views of the possible impact of two of them, the 1:12 Initiative (referendum scheduled for November 24, 2013) and the Minimum Wage Initiative (no date yet set).

The participants assign a 36% likelihood that the 1:12 Initiative will pass. And the overwhelming majority (93%) believes that implementing this initiative would have negative consequences for Switzerland's attractiveness. The participants assign a 39% likelihood that the Minimum Wage Initiative will pass. And 85% think that passing and implementing this initiative would have negative consequences for Switzerland's attractiveness.

United Kingdom

Priority: expansion



Optimism up for fifth quarter

A new mood of confidence pervades the third-quarter UK CFO Survey. Chief financial officers see fewer risks in the global economy and greater opportunities for expansion. In fact, CFO optimism has risen for the fifth consecutive quarter and is now running close to a three-year high. Moreover, 62% of CFOs surveyed report the level of financial and economic uncertainty facing their businesses as above normal, high, or very high, down from 97% two years ago.

The defensive strategies of cost-cutting and cash accumulation that saw corporations through the global financial crisis are increasingly out of favor. The priority now is expansion. In fact, for the first time in a year and a half, CFOs have chosen an expansionary strategy—introducing new products and services or expanding into new markets—as their top priority.

In addition, CFOs' expectations for capital expenditure, hiring, and discretionary spending over the next 12 months, have hit three-year highs.

Home market rules

CFOs have become markedly more positive on prospects for growth in the developed world. In fact, while emerging markets remain a vital source of demand, CFOs are also looking to Europe for expansion. And in a reversal of the situation six months ago, survey respondents believe that UK growth will have a more positive effect on their investment plans in the next year than growth in emerging markets or in the U.S., Japan, and Asia-Pacific.

Highlights from the Q3 2013 UK CFO Survey:

- CFO optimism about the financial prospects for their own companies has risen for the fifth consecutive quarter and is running close to a three-year high.
- Some 62% of CFOs surveyed report the level of financial and economic uncertainty facing their businesses as being above normal, high, or very high, down from 97% two years ago.
- A record 54% of CFOs say that now is a good time to take greater risk onto their balance sheets.
- For the first time in a year and a half, CFOs have chosen an expansionary strategy (introducing new products and services or expanding into new markets) as their top priority.
- Expectations for capital expenditure, hiring, and discretionary spending over the next 12 months have hit three-year highs.

Risk appetite at record levels

Greater optimism and lower uncertainty have contributed to an increased willingness among corporations to take risk. A record 54% of CFOs surveyed say that now is a good time to take greater risk onto their balance sheets. Moreover, high levels of corporate cash and favorable credit conditions suggest that major corporations have the firepower to invest.

The pressure on companies from institutional investors to do so is also mounting. Bank of America Merrill Lynch's September fund managers'

survey found that 54% of investors want companies to cut cash levels and boost capital spending, an eight-year high.

When asked to assess the factors affecting their corporate investment plans, uncertainty remains the greatest constraint, but CFOs expect its influence to weaken. Survey respondents also believe that growth in the UK and the eurozone will exert a significantly more positive effect on investment over the next year. Indeed, in a striking change, UK growth is now seen as being more supportive of investment than growth in emerging markets. Still, CFOs remain most optimistic about prospects for long-term growth in demand for their own products and services.

Credit cheap and available

For the large companies in the CFO Survey, credit conditions have improved continuously for more than a year. In fact, their CFOs now rate credit as being cheaper and more available than at any time in the last six years.

Bank borrowing has become significantly more attractive to CFOs in the last two years. CFOs rate bank borrowing and bond issuance as being equally attractive, and equity issuance has moved back into favor as a source of funding for the first time in four years.

Deloitte Member Firm CFO Surveys

About Deloitte Member Firms' CFO Surveys

Twenty Deloitte Member Firm CFO surveys, covering 38 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
Argentina	Claudio Fiorillo Partner +54 11 4320 4018 cfiorillo@deloitte.com	Biannual	Conducted in October 2013 over a three-week period; 18 CFOs participated of which 83% represented private companies with annual revenues of less than U.S. \$1 billion
Australia	Stephen Gustafson Partner +61 (0) 2 9322 7325 sgustafson@deloitte.com.au	Quarterly	Conducted between September 10, 2013 and September 27, 2013; 53 CFOs participated, representing businesses with a combined market value of approximately AUD \$300 billion or 19% of the Australian-quoted equity market.
Austria	Mag. Gerhard Marterbauer Partner +43 1 537 00 4600 gmarterbauer@deloitte.at	Quarterly	Conducted in October 2013; 107 CFOs and financial executives participated, representing a broad range of industries. Of the participating companies, 22% have revenues in excess of €1 billion, and 45% have revenues greater than €100 million.
Belgium	Thierry Van Schoubroeck Partner + 32 2 749 56 04 tvanschoubroeck@deloitte.com	Quarterly	Conducted between September 17, 2013 and October 4, 2013; 77 CFOs completed the survey. The participating CFOs are active in variety of industries, 22% of the participating companies have a turnover of over €1 billion, 43% of between €100 million and €1 billion, and 35% of less than €100 million.
Finland	Tuomo Salmi Partner, CFO Program Leader +358 (0)20 755 5381 Tuomo.salmi@deloitte.fi	Biannual	Conducted between October 16, 2013 and October 30, 2013; 41 CFOs participated; More than half of the companies have an annual turnover of more than €200 million; 22% have an annual turnover of more than €1.5 billion.
France	Valerie Flament Partner, CFO Program Leader +33 1 40 88 24 64 vflament@deloitte.fr	Biannual	Held during September 2013 April with 74 CFOs of France's largest companies (including French subsidiaries). Some 54% represented listed companies and the remaining 46% were large private and public companies. The participating CFOs are active in variety of industries.

Germany	Rolf Epstein Partner, CFO Program + 49 (0) 69 97137409 repstein@deloitte.de	Biannual	Conducted between September 3, 2013 and September 24, 2013, 157 CFOs from major German corporations took part in this CFO survey. Just under 60% of the companies represented generate more than €500 million in revenue; more than 40% have more than €1 billion in revenue; 31% of the participants were from the manufacturing sector.
Ireland	Shane Mohan Partner +353 1 417 2543 smohan@deloitte.ie	Quarterly	Conducted in September and October 2013; CFOs of listed companies, large private companies, and Irish subsidiaries of overseas multinational companies participated.
Middle East <i>UAE, Kuwait, Qatar, Jordan, Egypt, Saudi Arabia, Syria, Sudan, Bahrain, Lebanon Yemen, Oman, Libya)</i>	James Babb Partner Deloitte & Touche M.E. +0097143768808 jbabb@deloitte.com	Bi-annual	Conducted in the third quarter of 2013, this survey included participation from 156 respondents, representing both listed and non-listed companies in the Middle East. Annual turnover of the participating companies are as follows: > \$1 billion (18%), \$500 million - \$999 million (18%), \$100 million - \$499 million (32%), < \$100 million (32%).
Netherlands	Jan de Rooij Partner +31 (0) 6 5336 6208 JandeRooij@deloitte.nl	Quarterly	Conducted between October 9, 2013 and November 1, 2013; 25 CFOs representing a net turnover per company of approximately €1.8 billion, completed the survey. The responding companies can be categorized as follows: less than €100 million (8%), €100–499 million (28%), €500–999 million (16%), €1–4.9 billion (40%), more than €5 billion (4%), and unknown (4%).
North America <i>(U.S., Canada, Mexico)</i>	Greg Dickinson N.A. CFO Survey Director +1 213 553 1030 gdickinson@deloitte.com	Quarterly	Conducted between August 12, 2013 and August 23, 2013; 124 CFOs participated from across the United States, Canada, and Mexico. Seventy-three percent of respondents represent CFOs from public companies, and 77% are from companies with more than USD \$1B in annual revenue.
Norway	Ragnar Nesdal Partner, Financial Advisory +47 958 80 105 nesdal@deloitte.no	Biannual	Conducted between September 9, 2013 and September 19, 2013; 112 CFOs participated from across Norway. All respondents represent CFOs from the 500 biggest companies in Norway, and more than 28% are from companies with more than 5000 million NOK in revenue and 60% are companies with revenue above 1500 million NOK.
Southern Africa	Rodger George Director +54 11 4320 4018 rogeorge@deloitte.co.za	Annual	Conducted in May 2013 over a four-week period; 171 CFOs participated of which 40.5% represented top JSE listed. The survey covered 5 Southern Africa companies, 52% with annual revenues of more than ZAR R1 billion.
Spain	Jesús Navarro Partner +34 91 514 50 00 jenavarro@deloitte.es	Biannual	Conducted in October 2013; 173 CFOs participated; over 20% from companies or groups listed in the Spanish market and/or companies or groups listed in international markets. Of the participating companies, over 50% have revenues in excess of €100 million and almost half have more than 500 employees.

Sweden	Tom Pernodd Partner, Financial Advisory +46 75 246 30 60 tpernodd@deloitte.se	Biannual	Conducted in September 2013; Participating CFOs represented large and primarily listed companies across industries in the market.
Switzerland	Dr. Michael Grampp Chief Economist +41 44 421 68 17 mgrampp@deloitte.ch	Quarterly	Conducted between August 26, 2013 and September 16, 2013; 116 CFOs participated, with 30% representing listed companies and the remaining 70% representing large private companies.
United Kingdom	Ian Stewart Chief Economist +44 020 7007 9386 istewart@deloitte.co.uk	Quarterly	Conducted between September 6, 2013 and September 23, 2013; 120 CFOs participated, including the CFOs of 28 FTSE 100 and 42 FTSE 250 companies. The rest were CFOs of other UK-listed companies, large private companies, and UK subsidiaries of major companies listed overseas. The combined market value of the 81 UK-listed companies surveyed is £554 billion, or approximately 27% of the UK-quoted equity market.

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