

**Deloitte.**

*Together makes progress*

# Optimism through uncertainty

CFO confidence  
defies global risk

Deloitte Asia Pacific CFO Pulse Survey

May 2026



## CONTENTS

Edition highlights	3
Executive summary	4
Regional economic update	5
Sentiment outlook	7
Resilience, not retreat	8
Stay ready, stay flexible	9
From global risk to local strength	10
The CFO viewpoint: Navigating global shocks	11
AI adoption and impact	12
Pacesetters, not spectators	12
Turning hype into hard numbers	13
Skills and data hold the key	14
The CFO viewpoint: AI adoption in finance	15
Learn more	16
Methodology	17



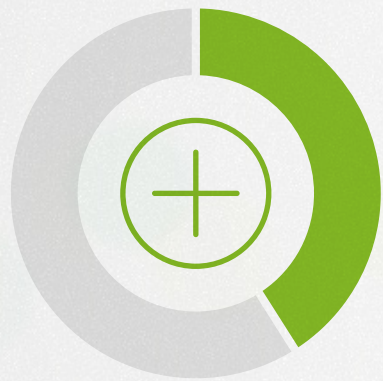
*Deloitte's Asia Pacific CFO Pulse Survey explores the sentiments and key issues facing CFOs in the region.*

*In this first Pulse edition, we surveyed 462 CFOs to better understand their challenges and priorities, and the ways they're navigating the future.*

*The survey was conducted across Australia; China Mainland; Hong Kong SAR; Taiwan (China); Japan; New Zealand; Republic of Korea; South Asia (India and Sri Lanka); and Southeast Asia (Brunei Darussalam, Indonesia, Malaysia, the Philippines, Singapore, Thailand, and Vietnam).*

*For more detail on the survey sample see the **Methodology page.***

*Please note: where graphs do not add up to 100%, respondents were able to select multiple responses. Figures are rounded to the nearest whole number, so combined percentages may appear to differ from chart totals.*



## Resilience, not retreat

Net optimism in own business prospects sits at **+41%**, with CFOs confident that their business will be resilient to global economic uncertainty.



## Stay ready, stay flexible

More than **nine in ten** CFOs anticipate negative impacts on the global economy due to the Middle East conflict, yet they are taking actions to position their organisation to navigate these external headwinds.



## From global risk to local strength

**82%** of CFOs identify geopolitical instability as a top risk to their business. In response, business focus is firmly on innovation and growth within existing markets.



## Pacesetters, not spectators

AI adoption is widespread, although scaling remains a challenge – **54%** of CFOs report pockets of use of AI in their organisation, compared to just 13% with extensive deployment.



## Turning hype into hard numbers

**More than half** of CFOs say that AI is already delivering value for their business, with companies that have been able to adopt at scale seeing clearer and quantifiable impacts.



## Skills and data hold the key

The biggest AI constraints are data quality and skills – and CFOs are acting on it. Almost **three in four** are investing in their AI workforce, while 48% are acting to address data-related challenges.



# Optimism through uncertainty

**The start of 2026 has brought uncertain times for CFOs across Asia Pacific.** The Middle East conflict has clouded the global economic outlook bringing fresh challenges for business leaders.

**CFOs are clear: the Middle East conflict will have a negative impact.** Across Asia Pacific, 77% anticipate negative impacts on their business due to the conflict, yet **despite this, there is confidence that firms will be resilient.** Net optimism in own business prospects sits at +41%, with CFOs in every region positive about the outlook for their company.

**In part this is driven by confidence in the region's economic prospects.** At +5%, net optimism in the Asia Pacific economy is bullish in contrast to the -27% reading for the global economic outlook. The positivity also reflects the actions that CFOs are taking to put their firms on a sure footing in response to the conflict.

With geopolitical tensions giving rise to external risk, **the focus of CFOs is on reinforcing local strength.** Key drivers of growth are expected to come from innovation and expansion in existing markets.

**AI is another vital area for driving value.**

Across the region, most CFOs (54%) report pockets of use of AI in their organisation, although scaling remains a challenge with just 13% being extensive users.

However, the signs are promising for those that have been able to scale. **Of those who report extensive AI use, 60% are seeing value in line or exceeding their expectations** – double the rate seen amongst non-extensive users. These CFOs also report stronger profit expectations.

**Data quality and skills remain the primary barriers to implementation,** and CFOs are acting on this. Almost three in four CFOs are investing in their AI workforce, while 48% are acting to address data-related challenges to ensure that the benefits of AI are realised.

Despite heightened uncertainty and risk, CFOs are backing their own performance. They are pairing discipline and resilience today with a sustained focus on long-term value.

# 77%

**77%** of CFOs expect the Middle East conflict to have a negative impact on their business, yet...

# 53%

**53%** remain optimistic about the overall outlook for their business over the next 12 months.



# Regional economic update

**The Asia Pacific region has shown remarkable resilience** in the face of elevated global uncertainty over recent years. **This resilience is now under considerable strain due to the conflict in the Middle East.**

Typically, 80% of the **crude oil, petroleum products, and natural gas** that flows through the Strait of Hormuz is destined for markets in Asia. However, with the Strait remaining impassable for more than two months, global energy prices have risen sharply.

Several economies in the region have had to search for alternative sources of supply, increasing competition and leading to some shortages. The challenge is most acute in the case of liquid fuels – **petrol, diesel, and jet fuel**, with many Asian refineries being forced to cut output sharply because of reduced crude imports.

The conflict has also disrupted the supply of non-energy commodities such as **fertilisers and petrochemicals**. Unlike energy disruptions which flow through quickly, disruptions to the supply of these commodities could lead to broader, more persistent inflationary pressures.

The resulting fall in consumer sentiment and the sharp spike in near-term inflation expectations across the region suggests **an outlook of weaker growth and higher inflation** through the second half of 2026. A prolonged disruption would deepen the economic impact, particularly for poorer countries that import energy and those in the region without domestic refining capabilities.

Another major factor for the medium-term outlook for the region is **China's** economic performance. A gradual structural slowdown in China is expected to weigh on regional growth. China's excess domestic industrial capacity is also expected to exert influence, especially as an increasing share of Chinese exports flow to the region.

Amid challenges, one significant tailwind for the region is the global boom in **AI investment**. Strong demand for AI infrastructure across the world is driving growth in the semiconductor industry across the region with Taiwan (China), South Korea, and Singapore particularly well-positioned to

“Asia Pacific’s economic resilience is being tested by energy and input shocks which pose a near-term risk.

The fundamentals of the region remain strong though, supported by regional trade and investment trends.”



**David Rumbens**  
**Partner**

Deloitte Access Economics



“CFOs are looking at the global environment with real caution, but what stands out is that they are not retreating.

CFOs are leaning into what they can influence: sharpening performance, staying close to customers, protecting supply chains, while making disciplined moves to tighten costs and manage liquidity.

As CFOs reinforce core fundamentals, they continue to build the capabilities that matter, and preserve their ability to invest quickly when opportunities arise.”



**Kok Yong Ho**  
**CFO Programme leader,**  
**Asia Pacific and Southeast Asia**

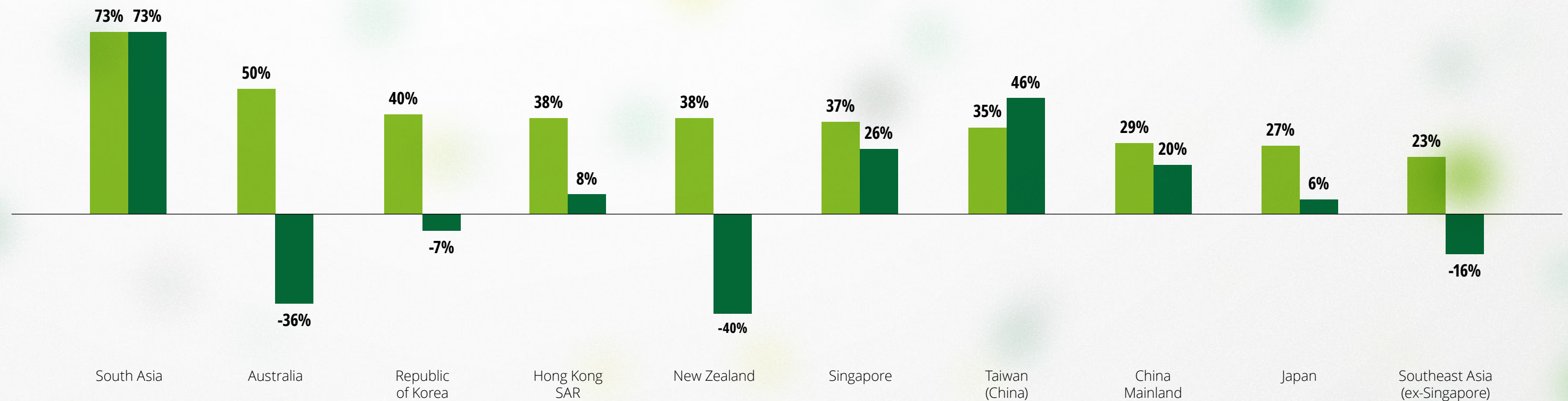


# Company confidence holds despite varied outlook

**Chart 1: Net optimism in own company and home economy prospects by region**

How do you feel about the financial prospects of your company and your home economy going forward? (Net optimism<sup>1</sup>)

● Own company ● Home economy





# Resilience, not retreat

**CFOs are optimistic that their companies will be resilient in the face of global economic uncertainty.**

CFOs across Asia Pacific are looking at the economic environment with unease. Net optimism<sup>1</sup> in the global economy sits at -27%, reflecting widespread pessimism in the external outlook.

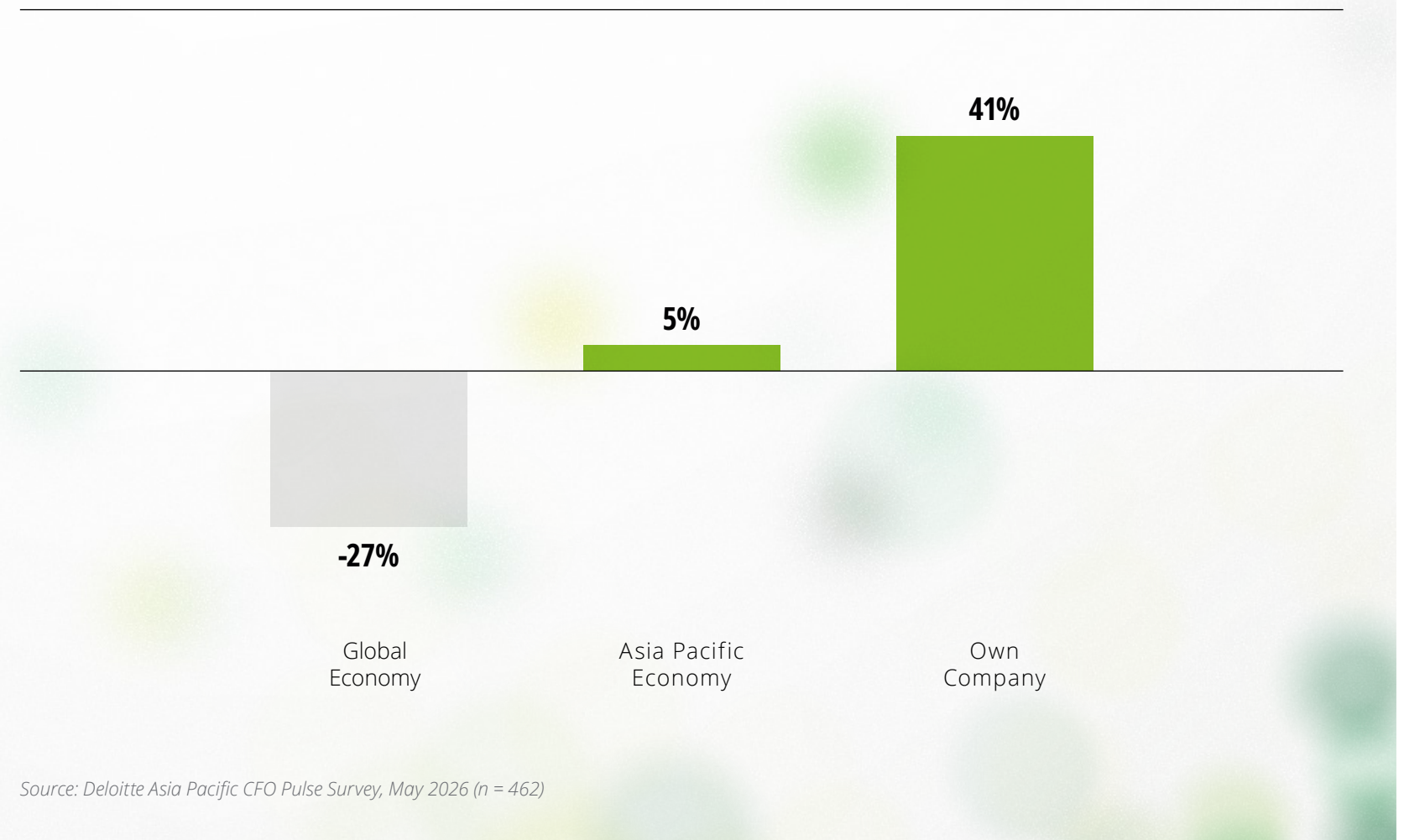
Confidence in the Asia Pacific economy is stronger, although there is widespread divergence in views on the domestic outlook by region. CFOs in South Asia (net optimism 73%), Taiwan (China) (46%) and Singapore (26%) are notably more optimistic on the domestic economy than business leaders in New Zealand (-40%) Australia (-36%) and the Rest of Southeast Asia (-16%).

Despite the external headwinds, CFOs are confident that their organisations will be resilient. Across Asia Pacific net optimism for own company prospects sits at +41%, 68 percentage points ahead of their confidence in the global economy. CFOs in every region are positive about the outlook for their company. Indeed, more than 80% of CFOs expect profits to increase or remain steady over the next 12 months.

<sup>1</sup>Number of optimists minus number of pessimists

**Chart 2: Net optimism in own company, Asia Pacific and global economy**

How do you feel about the financial prospects of your own company, the Asia Pacific and global economy going forward? (Net optimism<sup>1</sup>)





# Stay ready, stay flexible

**CFOs are clear that the Middle East conflict will have a negative impact, yet they are positioning their companies to navigate the disruption.**

“More time is spent monitoring market conditions and reinforcing operational resilience. While we remain optimistic about our development, flexible forecasting, supply chain stability and cash management are needed in case of unexpected changes.”

**CFO**

Semiconductor Industry, China

Across the Asia Pacific, 93% of CFOs anticipate negative impacts on the global economy due to the Middle East conflict<sup>2</sup>. Pessimism around the company impacts is more muted though, with 77% of CFOs expecting negative impacts, and 8% expecting benefits.

In response, CFOs are responding with characteristic discipline, taking a range of measures to reinforce their supply chains and financial stability. The emphasis is on tactical short-term measures, with 60% tightening cost controls and 52% increasing focus on liquidity and cash management.

These actions position organisations to remain agile, resilient, and ready to respond to external events. This explains why CFOs remain confident in the outlook for their businesses.

<sup>2</sup>Note these results do not cover Japan due to differences in the survey by region.

## Chart 3: Company responses to the Middle East conflict

In response to current economic uncertainty linked to conflict in the Middle East and energy supply risks, which actions is your business taking?

Tightening cost controls

60%

Taking steps to strengthen balance sheet resilience

30%

Increasing focus on liquidity and cash management

52%

Reprioritising or deferring capital investment

28%

Monitoring developments before taking action

38%

Increased stockpiling of inventories

24%

Diversifying business supply chains

35%

Changes to product/service pricing

23%

Source: Deloitte Asia Pacific CFO Pulse Survey, May 2026 (n = 435)



# From global risk to local strength

## In the face of external disruption, CFOs are focused on **maximising impact** in their existing markets.

“We see significant opportunities to drive growth and innovation through technology; as CFO, I remain focused on maintaining financial discipline, while capturing opportunities and delivering greater customer value”.

**CFO**

Insurance Industry, Japan

Unsurprisingly, CFOs identify geopolitical instability as the principal risk to their business for the forthcoming 12 months. Supply chain disruption and inflation are next on the risk register pointing to some of the spillover impacts generated by the Middle East conflict.

In response, CFOs are focused on innovation and growth within existing markets. The acquisition of new customers in existing geographies is the leading strategy overall, although this is not uniform across the region. Innovation is the focus in Taiwan (China) and South Asia, in Mainland China operational efficiency is key, while finance leaders in South Korea report that the application of technology is their top priority.

### Chart 4: Top disruptors and growth drivers for CFOs

What external factors do you expect to cause the biggest disruptions to your business strategy and operations over the next 12 months? What do you expect to be the biggest drivers of growth to your business over the next 12 months?

#### Top Disruptors

Geopolitical instability

82%

Supply chain disruption

43%

Inflation

41%

Financial/market instability

28%

#### Top Growth Drivers

Acquiring new customers in existing geographies

50%

Increasing sales to existing customers

45%

Innovation/new products

40%

Increased operational efficiencies

31%



# Navigating global shocks

In discussions with CFOs following an early preview of our findings, a consistent pattern emerges: confidence in core business remains high, but there is no complacency. Finance leaders are actively managing global risks and structural shifts – doubling down on performance and control, while preserving the flexibility to invest in growth and capability.

Most CFOs suggest that both their organisations and their customers are more accustomed to managing uncertainty – it is becoming the standard operating context. In response, CFOs are committing more time and effort to enhancing forward visibility, forecasting, scenario planning, and a more granular understanding of risk, volatility and policy shifts. In short, there is a growing emphasis on strengthening financial discipline while preserving flexibility to respond as conditions evolve.

With conflict in the Middle East impacting energy security, supply chains and the global outlook, this further sharpens the need for discipline around cash, costs and liquidity in the near term. However, responses are context-specific.

For some, this necessitates cost reduction and balance sheet protection. For others, it is about enhancing flexibility or creating future value, with one New Zealand-based CFO highlighting a focus on “preserving capacity to invest and act on opportunities”; while a Southeast Asia-based CFO highlights a focus on “prioritising investments that generate sustainable returns and long-term strategic value.

Across these conversations, resilience is consistently framed as a strategic capability – requiring proactive investment in supply chain stability, technological adaptability and sustained operational flexibility, not just efficiency. Today’s focus on costs, is almost always discussed in the context of longer-term productivity.

Underlying this is a clear dual focus: CFOs are managing near-term risk and performance while positioning the business for longer-term shifts – ranging from changes in regional competitiveness to the more fundamental impacts of AI on business models and economic structures.

“Resilience is now a critical management metric. Beyond growth and cost efficiency, success depends on strengthening supply chains, stabilising cash flow, responding to geopolitics, and adapting to technological change.”



**CFO**  
Global Automotive OEM

“Uncertainty creates risk, but it also creates opportunity for prepared businesses.”



**CFO**  
Transport Infrastructure company, New Zealand



# Pacesetters, not spectators

**AI adoption is widespread, although uptake varies by region. A key challenge remains scaling its use across the organisation.**

“AI is a potentially disruptive technology that not only increases efficiency but will also profoundly transform conventional business models.”

**Group CFO**  
Financial Services, China

Across the region, most CFOs (54%) report pockets of use of AI in their organisation, with just 13% being extensive users<sup>2</sup>. This indicates that many companies are experimenting with AI, but relatively few have scaled it successfully to date. Uptake varies across the region, with South Korea and Taiwan (China) demonstrating notable leadership, with 27% and 19% of organisations making extensive use of AI respectively.

Adoption levels in the finance function lag the organisation slightly, although almost a third of CFOs have plans to implement. The most common uses of AI within the finance function are for financial planning and analysis automation (39%) and automated invoice processing (34%). This indicates that finance teams are primarily leveraging AI to automate routine processes, to allow greater focus on complex and value-adding activities.

<sup>2</sup>Note these results do not cover Japan due to differences in the survey by region.

**Chart 5: AI adoption**

What is your current adoption level of AI across the organisation and in the finance function?

Organisation



Finance Function



● Extensive use    ● Pockets of use    ● Plans to implement  
● No plans to implement    ● Don't know/unsure

Source: Deloitte Asia Pacific CFO Pulse Survey, May 2026 (n = 435)

# Turning hype into hard numbers

**Companies that have been able to scale AI effectively are seeing the tangible benefits in terms of value and profitability.**

“There has been understandable scepticism around AI adoption, particularly in manufacturing-led organisations like ours – the key question remains clarity of ROI.”

**CFO**  
Agricultural Manufacturer, India

CFOs are seeing the impact of AI implementation with 52% citing that AI is already delivering value for their business. However, this is not the common story for all.

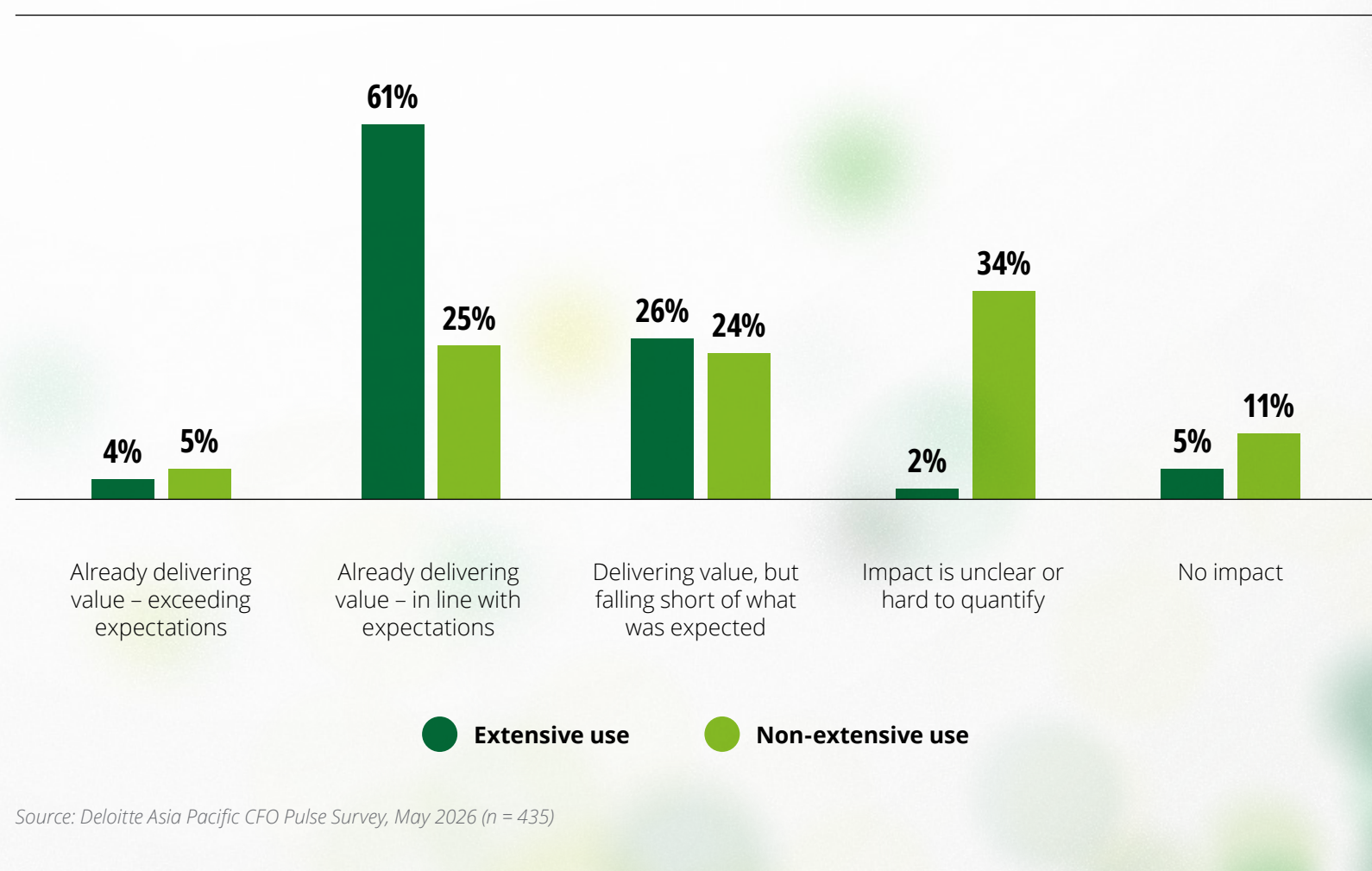
Notably, companies that have been able to adopt at scale report clearer and quantifiable impacts. Of those who report extensive AI use in their organisation, 65% are seeing value in line with or exceeding their expectations – more than double the rate seen amongst non-extensive users<sup>2</sup>.

Crucially this impact is expected to feed through to the bottom-line. Some 69% of CFOs in the extensive user group expect profit to increase over the next 12 months, compared to 49% amongst non-extensive users<sup>2</sup>.

<sup>2</sup>Note these results do not cover Japan due to differences in the survey by region. This analysis removes respondents who answered “Not Applicable”

**Chart 6: AI value**

How would you rate the impact of your organisation’s AI investments in delivering value so far??





# Skills and data hold the key

## The biggest AI constraints are **skills and data** – and CFOs are acting on it.

Talent and skills gaps are seen as a key barrier to AI adoption and value delivery in the finance function. Almost every region named this as a top concern, with only South Korea and Taiwan (China) not ranking it amongst their top three barriers.

Data issues, including quality, access and integration, was the other stand out concern. Without good quality data companies of all types will struggle to realise the benefits that AI promises.

CFOs are acting on these blockers. Training and upskilling existing finance talent was the top action being taken in every country, with almost three in four CFOs investing in their AI workforce. Meanwhile 48% are acting to address data-related challenges.

### Chart 7: AI barriers and responses

What do you see as the main barriers to AI adoption and value delivery in the finance function?  
What actions are you taking to enhance AI adoption and value delivery within your finance function?

#### Main barriers

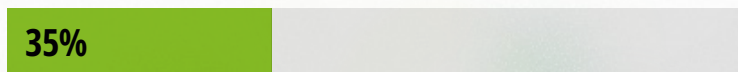
Talent or skills gaps



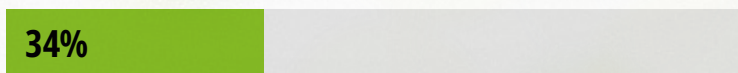
Data issues



Costs and resources required



Governance, risk and compliance



#### Actions taken

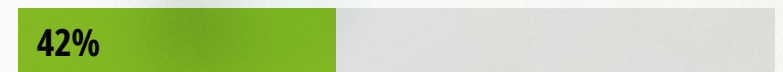
Training and upskilling talent



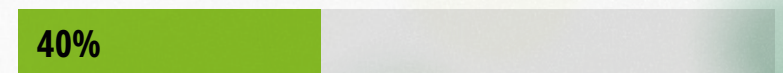
Addressing data challenges



Developing AI solutions and processes in house



Transforming or upgrading finance systems



Source: Deloitte Asia Pacific CFO Pulse Survey, May 2026 (n = 462, n = 453)

# AI adoption in finance

The CFOs we spoke to consistently reinforced the survey findings on AI adoption through their own experience. Most are already realising tangible value from AI within their finance teams, particularly through productivity gains, the automation of repetitive and data-intensive tasks, and faster, more informed research, analysis and decision-making. However, these are early wins and are often concentrated in individual productivity or targeted finance processes.

At the same time, there is a broad recognition that the path to scaled, enterprise-wide value is uneven. Many see significant potential as AI continues to evolve, from agentic capabilities to improve processes to more profound transformations of their own and their customers' business models. Many CFOs described a shift in finance from routine tasks to higher-value activities, with one Japanese CFO noting the opportunity to "focus on value-add work that has been deprioritised for years."

However, CFOs pointed to persistent structural constraints including fragmented data and systems, inconsistent processes, organisational silos and the complexity of deploying solutions into production environments or across global operations. Leadership commitment and effective change management, particularly to drive active participation and quick wins, were consistently cited as critical to accelerate uptake.

As a result, value realisation is increasingly viewed as an organisational challenge rather than a purely technological one. Successful adoption requires changes to operating models, investment in skills and capabilities, and a stronger emphasis on data integration, governance and new ways of working within finance functions.

At the same time, some highlight emerging risks, from data protection to cyber security, alongside the need within the finance team to retain the knowledge and judgement required to ensure the quality and integrity of AI-driven outcomes. A number of CFOs also emphasise close collaboration with business and technology peers to adequately resource AI investments and ensure robust governance.

Ambition, however, is not in question, even if the pace of execution varies. While some CFOs are taking a more measured approach – waiting for more mature solutions – others are moving beyond productivity gains, positioning AI as a strategic lever to reshape both the finance function and the broader business.

"We are seeing modest productivity gains from AI, but to realise value we need to reorganise and restructure the team."



**CFO**

National Aviation Company

"Ultimately, while AI performance will depend on the sophistication of AI models themselves, data quality is likely to be the single most important factor."



**CFO**

Global Automotive OEM



# Learn more

### About the CFO Pulse

Deloitte's Asia Pacific CFO Pulse Survey explores the issues facing CFOs in the region and provides insights into what CFOs are thinking and doing. Explore the results further on our interactive digital site and benchmark your priorities against CFO peers across the region .

Explore the results

### About the Deloitte Asia Pacific CFO Programme

The CFO Pulse is an initiative of Deloitte's Asia Pacific Chief Financial Officer (CFO) programme. The Asia Pacific CFO programme collaborates with CFO programmes in the Deloitte firms in the region. Addressing the increasing demands and complexity of the role, it brings together CFOs and Deloitte advisors dedicated to supporting finance leaders at every stage of their careers.

To learn more about the CFO Pulse or the CFO Programme please get in touch.

# Authors



**Kok Yong Ho**  
**CFO Programme leader, Asia Pacific and Southeast Asia**  
Partner, Audit & Assurance  
Deloitte Southeast Asia  
[kho@deloitte.com](mailto:kho@deloitte.com)



**David Rumbens**  
**Partner, Deloitte Access Economics**  
Deloitte Australia  
[drumbens@deloitte.com.au](mailto:drumbens@deloitte.com.au)



**Kok Yong Ho**  
**CFO Programme leader, Asia Pacific and Southeast Asia**  
Partner, Audit & Assurance  
Deloitte Southeast Asia  
[kho@deloitte.com](mailto:kho@deloitte.com)



**Jung Su Kim**  
**CFO Programme leader**  
Deloitte Korea  
[jungskim@deloitte.com](mailto:jungskim@deloitte.com)



**Nandita Pai**  
**CFO Programme leader**  
Deloitte South Asia  
[napai@deloitte.com](mailto:napai@deloitte.com)

Deloitte South Asia

[napai@deloitte.com](mailto:napai@deloitte.com)

Deloitte South Asia

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)

[napai@deloitte.com](mailto:napai@deloitte.com)



# Methodology

Deloitte’s Asia Pacific CFO Pulse Survey explores the sentiments and key issues facing CFOs across the region.

In this first Pulse edition, we surveyed 462 CFOs to better understand their challenges, priorities, and the ways they’re navigating the future. Most of the survey responses were gathered from 20 March to 24 April 2026, although the Japanese survey was run from 18 February to 11 March 2026 and reflected a more limited set of questions, particularly around the impact of the Middle East conflict which commenced after the Japanese survey was live.

The survey was conducted across Australia; China Mainland; Hong Kong SAR; Taiwan (China); Japan; New Zealand; Republic of Korea; South Asia (India and Sri Lanka); and Southeast Asia (Brunei Darussalam, Indonesia, Malaysia, the Philippines, Singapore, Thailand, and Vietnam).

43% of the sample was composed of CFOs from companies with revenue over US\$500 million.

Respondents came from the following industries: consumer; energy, resources and industrials; financial services, life sciences and healthcare, and technology, media and telecommunications. The survey also included respondents from public sector organisations.

**Table 1: CFO Asia Pacific Pulse May 2026 sample**

Economic grouping	Number of responses	Share of sample
South Asia	81	18%
Southeast Asia (ex-Singapore)	74	16%
China Mainland	70	15%
New Zealand	60	13%
Australia	50	11%
Japan	33	7%
Singapore	27	6%
Taiwan (China)	26	6%
Hong Kong SAR	26	6%
Republic of Korea	15	3%
<b>Total</b>	<b>462</b>	<b>100%</b>

Source: Deloitte Asia Pacific CFO Pulse Survey, May 2026

# Deloitte.

*Together makes progress*

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited (“DTTL”), its global network of member firms, and their related entities (collectively, the “Deloitte organization”). DTTL (also referred to as “Deloitte Global”) and each of its member firms and related entities are legally separate and independent entities, which cannot obligate or bind each other in respect of third parties. DTTL and each DTTL member firm and related entity is liable only for its own acts and omissions, and not those of each other. DTTL does not provide services to clients. Please see [www.deloitte.com/about](http://www.deloitte.com/about) to learn more. Deloitte Asia Pacific Limited is a company limited by guarantee and a member firm of DTTL. Members of Deloitte Asia Pacific Limited and their related entities, each of which is a separate and independent legal entity, provide services from more than 100 cities across the region, including Auckland, Bangkok, Beijing, Bengaluru, Hanoi, Hong Kong SAR, Jakarta, Kuala Lumpur, Manila, Melbourne, Mumbai, New Delhi, Osaka, Seoul, Shanghai, Singapore, Sydney, Taipei and Tokyo. This communication contains general information only, and none of DTTL, its global network of member firms or their related entities is, by means of this communication, rendering professional advice or services. Before making any decision or taking any action that may affect your finances or your business, you should consult a qualified professional adviser. No representations, warranties or undertakings (express or implied) are given as to the accuracy or completeness of the information in this communication, and none of DTTL, its member firms, related entities, employees or agents shall be liable or responsible for any loss or damage whatsoever arising directly or indirectly in connection with any person relying on this communication.