

Today 2014 Companies in EMEA have €1 tn in surplus cash

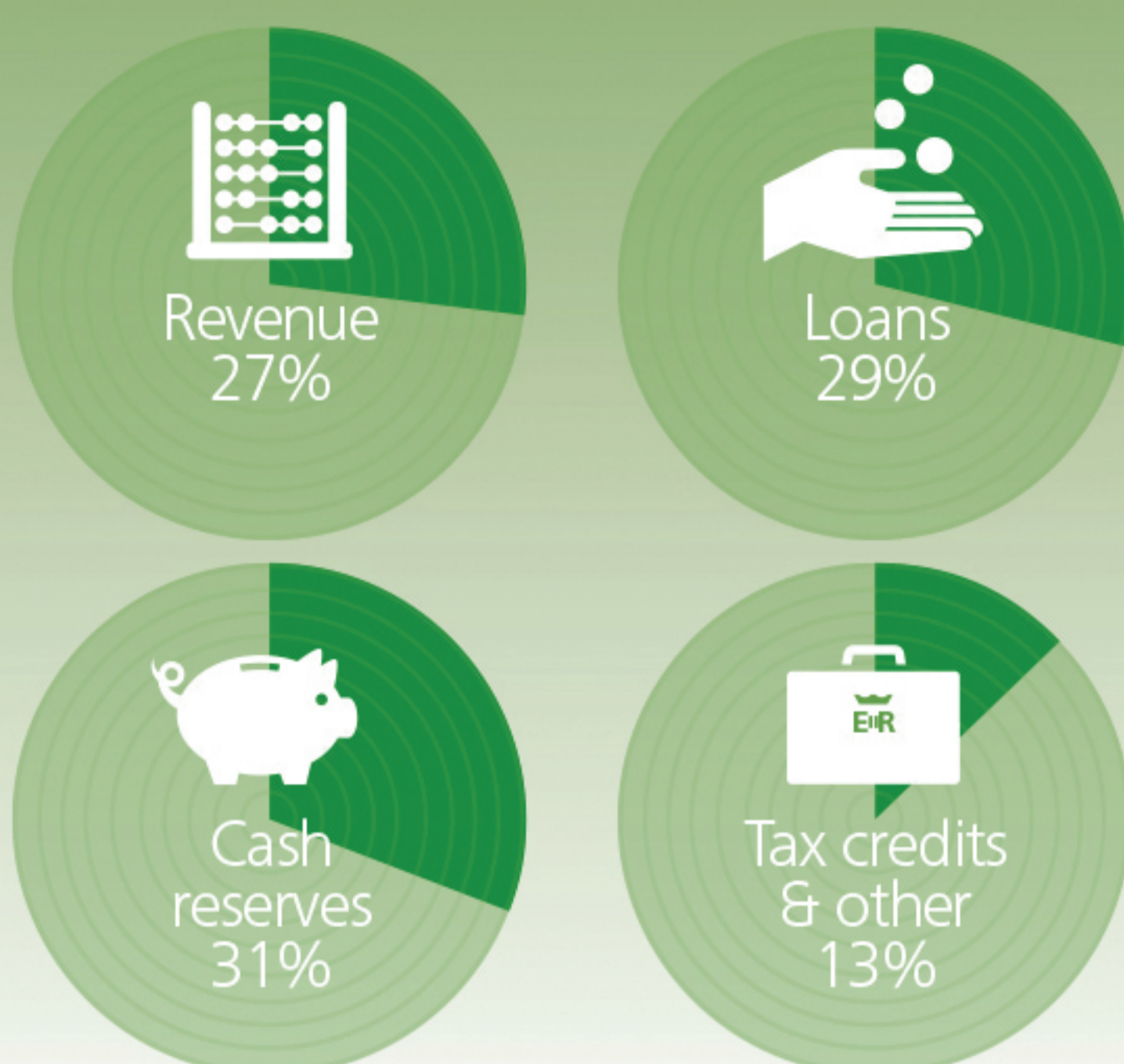
Cash to shareholders
9%

€1tr

Balance sheet
31%

Investment
59%

Next 12 Months What are they using to finance their investment?



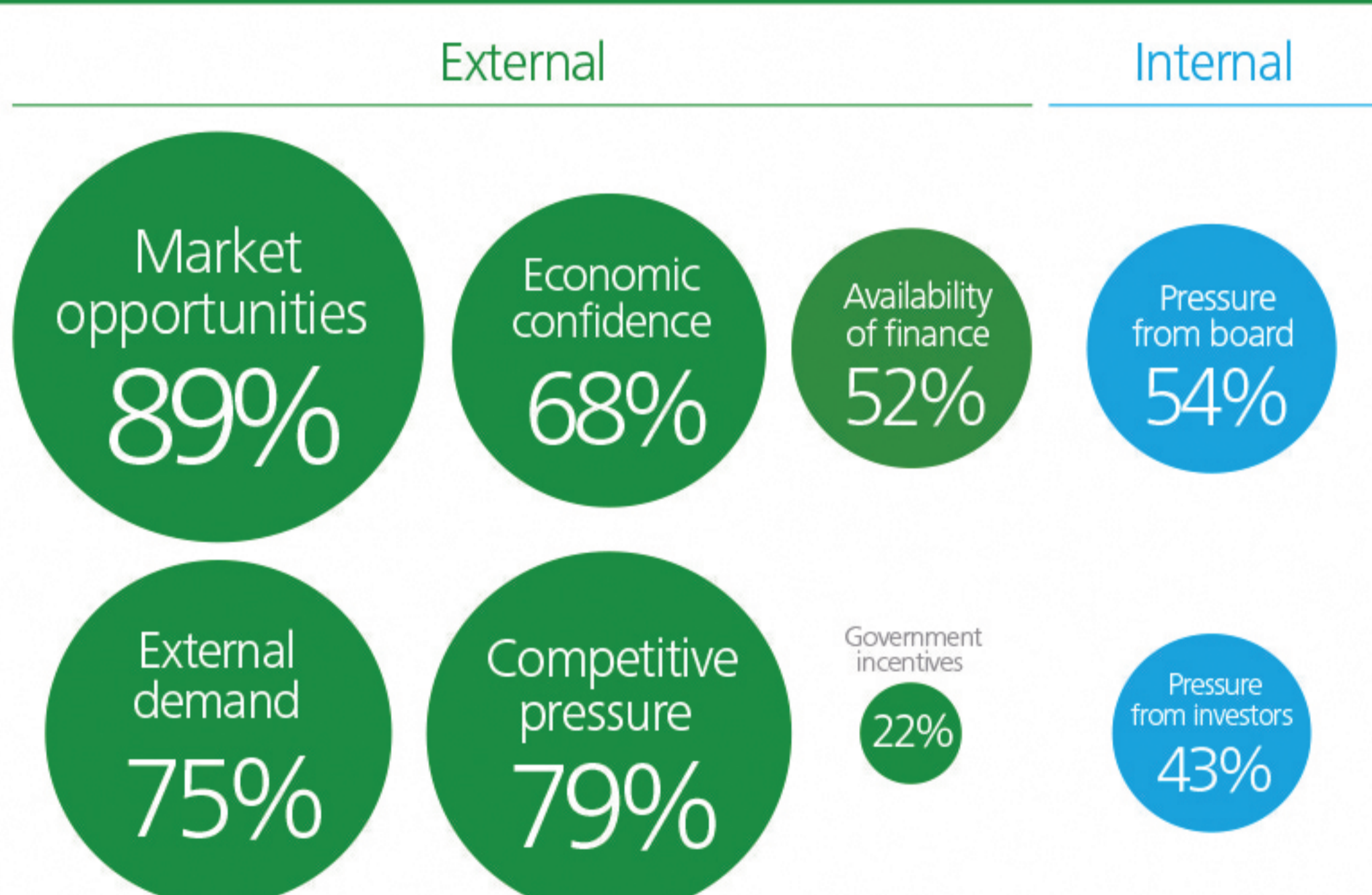
Next 12 Months What is the focus of their investment?



Business across the region have committed to a **three-pronged** approach to turn their surplus cash into growth.



Next 12 Months What is driving these investment decisions?



2017 An investment plan looking to 2017

58% **2017**

Have an investment plan looking to 2017



33% state that the amount they will invest in 2017 is higher than what they are investing over the next 12 months



14% state that the amount they will invest in 2017 is lower than what they are investing over the next 12 months

2020 A strategy looking to 2020

91% **2020**

Have aspirations and ambitions looking to 2020

