Global CFO Signals
Riding the tailwinds—for now

Q1 2019 Deloitte CFO surveys
Austria, Belgium, China, Denmark, Finland, Germany, Greece, Iceland, Ireland, Italy, Japan, Luxembourg, Netherlands, North America, Norway, Portugal, Sweden, Switzerland, Turkey, and United Kingdom

Deloitte Global CFO Signals
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About the Deloitte Global CFO Program
The DTTL ("Deloitte Global") Global Chief Financial Officer (CFO) Program is a CFO-centric strategic offering 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. Deloitte Global’s 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’s CFO Surveys
Twenty-three Deloitte CFO surveys, covering more than 60 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 industrywide perceptions or trends. Further, the focus, timing, and respondent group for each survey may vary. Please refer to “About Deloitte’s CFO surveys” (page 22) for contacts and information on the scope and survey demographics for each survey.

About Deloitte’s Global CFO Signals
The purpose of Deloitte Global CFO Signals report is to provide highlights of recent CFO survey results from the Deloitte member firms. This issue includes the results of the first-quarter 2019 CFO surveys from the Deloitte member firms in the following geographies:
Austria: Going on the defensive
Belgium: Slowdown or recession?
China: Weighing in on disruption
Denmark: The great optimism is fading
Finland: Economic and geopolitical risks loom large
Germany: Business outlook dims; weighs on decisions
Greece: Most optimistic in Europe
Iceland: Seeing turbulence in the economy
Ireland: Increased capex and hiring expected
Italy: Expecting an economic downturn
Japan: Health of the neighborhood raises concerns
Luxembourg: An oasis of growth
Netherlands: Optimistic, but challenged
North America: Anticipating a slowdown (but not a recession)*
Norway: (Almost) no pessimists around
Portugal: Optimism cooling down
Spain: Prudence in the face of uncertainty
Sweden: Reversing course on optimism
Switzerland: Growth outlook: Switzerland still good
Turkey: Soaring interest rates and currency woes
United Kingdom: The dash for cash

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* All numbers in the North American survey with asterisks are averages that have been adjusted to eliminate the effects of stark outliers.
Global CFO Signals

CFO Sentiment Q1 2019
Riding the tailwinds—for now

In the first quarter, there seemed to be a string of good economic news—or, perhaps there was simply a lack of bad news. The equity market volatility at the end of 2018 subsided, and the markets roared back. There was an extension in the Brexit negotiations. The US and China seemed to inch closer to a trade agreement. And the US Federal Reserve and European Central Bank slowed their tightening of monetary policy.

CFOs in the 21 surveys reporting in this edition of Global CFO Signals, however, seem to have eyed such “good news” with caution. After all, with the US expansion about to hit its 10-year anniversary and geopolitical risks, such as trade wars, and internal constraints, such as talent shortages, still weighing heavily—conditions could turn sour quickly. Yet, the declining CFO optimism seen in many previous surveys seemed to press pause this quarter.

Take sentiment in North America, for example. There, net optimism rebounded from last quarter’s dismal +3 to +16 this quarter—better, but still the third-lowest reading in three years. In China, the outlook remains negative, but markedly less so, with net optimism rising to -35 in from -80 six months ago. And in many of the 18 European countries included in this report, CFOs’ confidence in their financial prospects remains substantially unchanged from the last survey six months ago—although that optimism is still decidedly muted.

Granted, there were still outliers. In Japan, for example, CFO optimism took another plunge over worries about a spillover effect from a slowdown in China. In Turkey, however, optimism rebounded substantially, and the proportion of CFOs viewing uncertainty as high amounted to half that of the previous survey. Meanwhile, in the UK, where Brexit continues to be an overhang, optimism moderated slightly given the number of respondents who reported “no change” in their outlooks—possibly a reflection of CFOs attempting to adapt to the high level of political uncertainty.

One of the highlights of this survey is the continuation of concerns similar to those that have plagued CFOs in previous editions—China’s economy, trade, and talent. CFOs in North America, for example, again named trade as their main external concern and cited US-China trade as their top policy area for change. In Japan, the China economic slowdown (88%) led the list of external threats. And in many of the European countries, skills shortages remained among their top three concerns.

Those concerns remain top-of-mind because they are so critical to CFOs’ planning, says Patricia Buckley, managing director, Economic Policy and Analysis, Deloitte Services LP (US), pointing out that the recent escalation in the trade war between the US and China will put upward pressure on prices of imported goods and lower demand for exports in the bilateral trade between the two countries, thereby slowing growth. “This will only further cloud the outlook for business investment and, depending on the ultimate scope and length of time the tariffs are in place, we may see some retrenchment in other metrics, such as hiring,” she adds.

Any retrenchment may be exacerbated by a growing concern that the current economic tailwinds could turn to full-on headwinds. To take the pulse of how CFOs are viewing changing economic conditions, many of this quarter’s surveys asked about expectations for a downturn. The resounding answer was that a slowdown, and not a recession, may be on the horizon. In North America, for example, nearly three-fourths of CFOs said they expect a deceleration of economic activity by the end of 2020, while only 15% expect an extended decline. And across Europe, where Italy slipped into recession at the end of 2018 and Germany came close, most CFOs (except in Turkey, Italy, and Iceland) do not foresee a recession in the short term.

“CFOs in North America cited three main reasons for expecting a downturn: US trade policy, the length of business and credit cycles, and slowing growth in China and Europe,” says Greg Dickinson, managing director, Deloitte LP (US), who leads the North American CFO Signals survey. In Europe, adds Michela Coppola, who heads Deloitte’s European CFO Survey, “local factors compounded outlooks, such as in Turkey and Italy, where current economic weakness led to predictions of a recession.”

Overall, however, it may well be “an unexpected event” that could trigger the next recession, says Buckley. But when (or if) a slowdown occurs, how long it lasts, and how deep it cuts remains to be seen, of course. In the meantime, here is a synopsis of CFO sentiment by region in Q1 2019:
Americas. Flashing caution signs are very apparent in North America. Regarding their companies’ prospects in the first quarter, 32% of CFOs expressed rising optimism (up from 26% in Q4 2018), and 16% cited declining optimism (down from 23%). Their tepid optimism, however, is colored by declining assessments of the North American, European, and Chinese economies. In fact, since early 2018, perceptions of the North American economy’s trajectory have declined. And this quarter, just 28% of CFOs expect better conditions in a year—well off the 59% from Q1 2018. In keeping with that sentiment, CFOs’ expectations for revenue, earnings, and domestic hiring all declined and sit below their two-year averages.

Asia-Pacific. Outlooks remain negative in the two countries reporting in Asia-Pacific—China and Japan—but to different degrees. In Japan, for example, only 6% of surveyed CFOs indicated that they were “more optimistic” about their companies’ financial prospects, down from 15% last quarter. But the number of pessimists jumped to 52%, from 38% in Q4 2018—driven by continued concern over the Chinese economic slowdown. Meanwhile, in China itself, the easing of trade tensions in the first quarter led to a significantly lower proportion (47%) of CFOs saying they were less optimistic, versus 82% in Q3 2018.

Europe. As reported in the latest European CFO Survey, European companies seem subdued about their outlooks for business prospects. But that does not mean, that some aren’t still riding the tailwinds of the current environment. In Ireland, for example, 68% of CFOs expect to increase capital spending, and in Switzerland, 42% anticipate increased hiring. And in the UK, where 81% of respondents view Brexit as leading to a long-term deterioration of the economy, CFOs still list organic growth among their top strategic priorities. One promising piece of news? The Bank of England recently announced new growth data that is still positive, says Debapratim De, senior economist, Deloitte UK, adding that GDP growth in 2019 is now expected to be 1.5%—almost the same rate as last year.

There were other economic surprises in the past few weeks, both good—higher US GDP numbers for the first quarter, for example—and bad, such as the halt in trade talks. Despite the mixed news, CFOs in North America and in many European companies still view capital expenditures mostly positively, just less so. “To me, says Coppola, that is what signals a slowdown and not a recession. But it also may signal a ‘new mediocre,’ as the IMF’s managing director Christine Lagarde once called period of disappointingly low growth.”

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

Optimism by the regions

Americas
In North America, Q1 2019’s net optimism rebounded from last quarter’s dismal +3 to +16 this quarter—better, but still the third-lowest reading in three years. CFOs who expressed rising optimism rose to 32% from 26%, while CFOs who cited pessimism decreased from 23% to 16%.

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.

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United States
Net optimism improved from last quarter’s +9 to +19.

Canada
Rebounded from last quarter’s dismal -36 to +25.

Mexico
Fell again and is at its lowest point since Q1 2017 at -60.
Asia/Pacific
Net optimism among Japan’s CFOs decreased again in Q1 2019 to -45, compared with -23 last quarter. Meanwhile in China, the outlook remains negative, but markedly less so, with net optimism rising to -35 in Q1 2019 from -80 in the last survey.

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.

China
CFOs who report being more optimistic rose from 2% last survey to 12%.

Japan
CFOs expressing decreasing optimism rose to over 50% for the first time in five quarters.

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Europe
In Europe, CFOs’ optimism about the financial prospects of their companies remains subdued and substantially unchanged from the last survey. Of those reporting, the biggest swing was in Turkey, which reported net optimism of +11, a rise of 77 percentage points from the last survey. The most pessimistic: CFOs in Iceland, at -37.

Greece
CFOs are the most optimistic with a net balance of +29.

Iceland
CFOs are the most pessimistic, with a net balance of -37.

United Kingdom
CFOs are also pessimistic (-24), due to Brexit.
By the numbers

Risk appetite
In tandem with optimism, CFOs’ risk appetites continued to decline in several countries. In Europe, the biggest negative net balances were found in Turkey (-92%), Iceland (-85%), and the UK (-82%). The “bright” spots were Norway (-23%) and Ireland (-29%), but even there risk appetite was negative. In North America, CFOs’ risk appetite stabilized, with 41% declaring it is a good time to take greater risk onto the balance sheet—consistent with last quarter, but matching the lowest levels from the past four years.

Uncertainty
Behind the retreats in optimism and risk appetite is an increase in uncertainty in many of the surveys. In Europe, net levels are particularly high in the UK (+94%), Germany (+91%), and Italy (+57%). In Turkey, however, the proportion of CFOs considering uncertainty high was half that of the previous survey, and the net balance dropped by 55 percentage points. In Japan, there was also a decrease in the percentage of CFOs who reported high uncertainty (56%) compared with the previous quarter’s (69%), reflecting the succession of somewhat good news throughout the first quarter.

Metrics
In Europe, net expectations for revenue growth were particularly strong in the Netherlands (+73%) and Ireland (+71%), whereas operating margin expectations fell markedly in Finland (-68 percentage points) and Luxembourg (-30 percentage points) from last survey. Meanwhile, growth expectations in North America declined for revenue (5.5% to 4.8%), earnings (7.3% to 7.1%), and dividend growth (4.5% to 3.9%), the lowest level since Q4 2017. In Japan, 56% of CFOs expect “large” or “very large” earnings growth, up from 38% last quarter.

Hiring
Labor markets may be tight, but CFOs are still prudent about who they hire. In North America, for example, expectations for domestic personnel growth fell from 3.2% to 2.1%, even though talent remains one of CFOs’ top internal risks. Across Europe, though, hiring intentions have slipped noticeably in the UK (net -60%) and Iceland (net -33%), whereas Ireland (net +45%) and Belgium (net +42%) remain bullish on adding headcount.

Corporate strategy
CFOs continue to eye expansion, even as they turn defensive. Eleven of the European countries reporting ranked organic growth as one of their top three strategic priorities for the next 12 months, while all but one selected a defensive strategy. In North America, CFOs still favor revenue growth over cost reduction (51% versus 25%), although slightly less so than in Q4 2018. And in China, 37% of respondents categorize themselves as actively looking to be disruptive, while 51% say they are going to be reactive to changes in the market.

Funding
In an environment of paused tightening of monetary policy, both bank borrowing and internal financing are seen as preferred sources of funding among European CFOs, although slightly less so than last survey. In addition, the European CFOs see the impact of an “untimely tightening of monetary policy” as a medium probability with modest impact. In North America, debt financing remains attractive for 70% of CFOs (up from 62%), but the appeal of equity financing fell for both public and private companies.
Deloitte Member Firm CFO surveys:
First-quarter 2019 highlights
Austria
Going on the defensive

Austria’s CFOs remain positive regarding the financial prospects of their companies, but slightly less so than in Q3 2018 (-5 pp). This development might be driven by the increased level of uncertainty: some 56% of CFOs now see it as high, compared with 31% last edition (net +34 pp).

Challenges and strategies
Nevertheless, Austrian CFOs are relatively optimistic about the financial situation of their own companies. Some 51% expect their companies’ revenues to rise, and 30% expect improved operating margins. Their expectations for capital expenditure have plummeted, however, with only 30% expecting an increase compared with 62% last survey.

In general, risk appetite remains low with 86% of CFOs believing it is not a good time for taking greater risk onto the balance sheet, compared with 72% in the last survey. The reduced risk appetite is also shown in the strategic orientations of Austrian CFOs. In the next 12 months, two of the top three strategies CFOs expect to employ are defensive: cost reduction and improving cash flow.

As for their future outlooks, more Austrian CFOs (28%) expect there to be a recession in the eurozone than in their own country (21%). In preparation, companies have taken the following steps to become more resilient in case of a downturn: Revaluated/adjusted supply chain arrangements (28%); established new credit facilities (27%); and increased the use of advanced technologies (27%).

Belgium
Slowdown or recession?

There is little doubt among Belgium’s CFOs that there will be a slowdown in 2019. Some 75% of respondents predict Belgian economic growth to be below 1.5%. Yet, Belgian CFOs are more optimistic about the growth perspectives of the Belgian economy, than they are for the broader eurozone. Moreover, only 17% of CFOs expect the Belgian economy to fall into a recession in the next 12 months.

Uncertainty on the wane
Against that backdrop, CFO optimism is now outweighing pessimism again after two quarters of negativity, albeit only slightly.

In addition, uncertainty retracted again compared to the previous quarter. Four in 10 CFOs currently report above-normal levels of external financial and economic uncertainty. Within the overall business environment, CFOs remain worried about the risk of protectionist threats and a hard Brexit.

Threats of economic deceleration seem to have little effect on expansion plans. Two-thirds favor the implementation of expansionary strategies over defensive strategies. Capital expenditure and headcount growth indicators are picking up compared to last quarter. Still, half of CFOs express strong concerns about their ability to attract the skilled people they need.

Given uncertainty over the upcoming elections, confidence in policy making has plummeted: in fact, more than half of CFOs expressed a negative opinion about the appropriateness of current environmental and climate policy.

Highlights: Q1 2019 Belgium CFO Survey
This quarter, net optimism among Belgium’s CFOs turned positive after two quarters of negativity (+3), with 28% reporting being more optimistic and 24% more pessimistic.

First quarter financial results are good: 80% report performing on or above budget for the first quarter of 2019.
China
Weighing in on disruption

In the latest China CFO Survey, 47% of respondents reported being less optimistic than six months ago. While still significant, that proportion was down from 82% in the last survey. This change in sentiment could be due to shifting views on the duration and severity of the China-US trade war, which was, and remains a top-of-mind agenda item among CFOs. Although only 12% of respondents were more optimistic, that number is up from 2% six months ago.

Devaluation and trade concerns ease
Regarding the performance of the renminbi in relation to the US dollar, 42% expected it to devalue, down from 74% six months ago. This shift is significant because it hints at positive perceptions toward easing US-China trade tensions at the time the survey was conducted.

In fact, more respondents felt the renminbi would appreciate in value against all surveyed currencies (US dollar, Japanese yen, Australian dollar, and euro), compared with the results six months ago, indicating that the prevailing pessimism over the renminbi’s performance has begun to fade.

As for what high-impact risk areas concern them the most, the top three problem areas included further economic turmoil and recession (30%), increasing trade protectionism (21%), and detrimental government policy and regulation (17%), respectively. These areas comprised 68% of all responses and are similar to concerns six months ago—just in a different order.

Positive attitudes toward disruption
Respondents were surveyed about their companies’ attitudes toward disruption. Some 81% reported being either “eager enthusiasts” or “welcome adopters” of disruption, indicating that they embrace change and feel excited about the opportunities it brings, or they understand the reality of change and accept it as a fact for businesses.

Regarding the technology driving disruption, 38% of respondents viewed data analytics as the most potentially disruptive technology. Artificial intelligence was second (25%) and Internet of Things was third (15%).

Highlights: Q1 2019 China CFO Survey
Net optimism remains negative (-35) among China’s CFOs, but less so than in the last survey (-80). Some 37% of CFO respondents said they are actively pursuing disruptive strategies; 51% said they were responding to disruptive changes in the market.

Denmark
The great optimism is fading

Denmark’s CFOs find themselves operating in a landscape of great uncertainty. As a result, the great optimism among Danish CFOs is diminishing. The CFO 2019 Survey shows that fewer CFOs are optimistic about the financial prospects of their company compared with the last survey. Moreover, 26% of CFOs rate the overall level of external financial and economic uncertainty facing their business as “high” compared with only 7% a year ago.

Focused on cost reduction and organic growth
In 2019, most CFOs are focused on reducing costs, but organic growth is also high on many CFOs’ agendas (34%). Increasing operating expenditures as well as capital expenditures used to be high priorities for the CFOs, but are less so in 2019.

The uncertain economic growth outlook is considered to pose the biggest risk to their companies over the next 12 months. Furthermore, a lack of candidates with the right skills necessary to lead the growth is another big concern. Most CFOs also fear a reduction in demand, and increasing regulations are now also considered a major risk for the Danish CFOs.

Even though optimism is fading, the results also show that 32% of CFOs are ready to take greater risk onto the balance sheet, an increase of seven percentage points compared with six months ago.

Finally embracing disruption
For the first time in the history of this survey, more than half of the Danish CFOs consider themselves and their finance departments mature when it comes to digital transformation and adapting new technologies.

Almost eight out of 10 CFOs are focused on automating manual processes, and most of the CFOs have already appointed a designated data lead in their finance section. Half of the CFOs even state, that due to automation their finance function can now focus on developing the company’s business model and increase cross-functional cooperation.

Highlights: Q1 2019 Denmark CFO Survey
Some 32% of Danish CFOs are ready to take greater risk onto the balance sheet, an increase of seven pp compared with six months ago. The primary reason for using new digital tools is cost optimization followed by the possibility of improving decision-making.
Finland
Economic and geopolitical risks loom large

With ongoing Brexit negotiations and a variety of other international tensions brewing, optimism among Finland’s CFOs has declined since the last survey, and they cite economic growth as their top risk, followed by geopolitical risks.

High uncertainty and risk aversion
Net optimism among CFOs in Finland is now -13, a drop of 35 percentage points since the last survey. In this survey, only 23% of CFO report being more optimistic, while 35% say they are less optimistic.

In addition, uncertainty has risen, with 35% of Finland’s CFOs saying the level is high. Similar to the negative outlook in Europe overall, Finnish companies are relatively solidly risk averse, with a net balance of -68%.

Aside from the poor economic outlook and the ongoing Brexit negotiations, 93% of CFOs note the rise in protectionism is likely to pose a significant risk to their businesses over the course of the next 12 months. In addition, they are concerned about the likelihood of political turmoil (81%) and the rise of polarization/populism (81%).

The apprehension continues to extend to the willingness to invest. Although European CFOs more broadly are still willing to make investments, fewer Finnish CFOs are looking to increase capital expenditures (net -7%).

Notably, Finland’s CFOs are largely positive regarding revenues, with 65% expecting increases over the next 12 months. But to protect themselves from a future downturn, Finnish companies plan to reconsider strategic acquisitions to pinpoint and divest from underperforming assets or divisions and increase their utilization of advanced technologies (i.e. advanced robotics, predictive analytics, cloud computing, etc.) in order to improve efficiency.

Highlights: Q1 2019 Finland CFO Survey

A full 93% of Finnish CFOs cite the rise in protectionism as one of the leading factors that poses a significant risk to their business.

CFOs are largely positive regarding revenues, with 65% expecting increases over the next 12 months.

Germany
Business outlook dims; weighs on decisions

In the 10th year of the upswing in Germany, the economic climate continues to be very positive. However, the prospects have dimmed very clearly continuing the trend from autumn 2018. The majority of CFOs expect an economic downturn in the coming 12 months, not only in Germany, but also in the US, China, and the eurozone.

Worried about protectionism and Brexit
The economic slowdown has a significant impact on entrepreneurial decisions. Business prospects have dimmed, and the willingness to invest and recruit staff has declined. The main risks for businesses include the shortage of skilled workers and the current uncertainties in geopolitics.

The differences among industries are very pronounced, above all in relation to business prospects and investments. Export-oriented industries, such as the automotive or chemical industries, are very pessimistic about their own business outlook and are therefore planning a decrease in investments. For domestic-market-driven industries, such as real estate or retail, the opposite is the case.

Despite the negative signs, most CFOs expect a downturn and not a recession in Germany. Although they consider themselves well prepared, they are still cautious with regard to specific measures.

For the global economic environment, the CFOs see major risks; they consider a rise in protectionism and populism to be very likely (84%) as well as a no-deal Brexit (57%) and a new euro crisis (53%). In addition, more than half of CFOs (58%) considers cyberattacks on their organizations and on governments to be probable or highly probable.

However, they see their organizations as being rather moderately affected by most of these risks, with the exception of a euro crisis. Moreover, CFOs consider their own finance function to be well prepared for any potential recession.

Highlights: Q1 2019 Germany CFO Survey

Three-quarters of German CFOs assess the current economic situation in Germany to be good or very good, but 45% expect the situation to deteriorate.

The willingness to invest and to recruit staff has declined considerably, above all in export-oriented industries, such as the automotive industry.
Greece
Most optimistic in Europe

Since Fall 2018, the net balance of Greek CFOs who report feeling more confident about the financial prospects for their companies decreased by 8 pp. Despite this drop, Greece remains the country in Europe with the highest net balance of CFOs feeling more confident about the future.

High on revenues and margins
In terms of revenue expectations, Greek CFOs remain optimistic relative to their peers, with 73% expecting increases. At the same time, 48% expect an increase in operating margins and 40% expect to increase capital expenditure.

Still, uncertainty is gradually increasing. In fact, the proportion of Greek CFOs who consider the level of uncertainty around them to be high is up 8pp points from the last survey. In addition, the net balance of CFOs willing to take more risk onto their balance sheets decreased by 1 pp, just one point below its highest level since data collection in Greece began (spring 2016).

Per Greek CFOs, the top three factors that pose a significant risk to their business include economic outlook and growth, geopolitical risks, and increased regulatory requirements. And looking ahead, CFOs have moved cost reduction to the top of their strategic priority list, with growth in existing markets ranked second and increasing cash flow third. Overall, expansionary strategies outrank defensive ones.

Not expecting a recession
Almost three-quarters (72%) of Greek CFOs do not expect a recession to occur over the course of the next 18 months. Still to make their companies more resilient, Greek companies are planning to enlarge their customer base through a shift in focus to different regions or market segments. Moreover, there are also plans to divest underperforming assets or divisions.

Iceland
Seeing turbulence in the economy

Iceland’s CFOs remain among the least optimistic in Europe about their financial prospects, with a net balance of -37. When the survey took place, there was substantial uncertainty due to WOW Air’s operations and labor contracts being negotiated.

Uncertainty and exchange rate concerns
Uncertainty overall is increasing among Icelandic CFOs. Half now rank financial and economic uncertainty as high compared with 32% in the fall of 2018; 45% believe it is at a normal level. Moreover, only 8% of CFOs believe now is the right time to increase risk on their balance sheets. The survey shows that CFOs consider the exchange rate of the Icelandic króna to be the main risk factor (69%).

As for metrics, the level of optimism toward EBITDA over the next 12 months is identical to the last survey, with 39% expecting it to increase. There have been few changes regarding revenues, with 50% expecting increases compared to 53% last time. According to the survey, capital expenditure is set to decrease over the next 12 months with a net balance of -25 (down by 46 percentage points since fall of 2018). Hiring intentions also have a negative net balance of -34, a decrease of 26 percentage points since last time.

Market and economic indicators
The level of optimism toward economic growth is decreasing as it has been for the last three-and-a-half years. Only 11% of Iceland’s CFOs believe that economic growth will increase during the next two years. In comparison, the ratio was 84% in the autumn of 2015.

Moreover, Icelandic CFOs mention inflation and interest rates as major impact factors in the next 12 months. When asked about how the stock index will evolve over the next 12 months many CFOs expect it to decrease slightly (39%). The majority of Icelandic CFOs considers an economic crisis in the eurozone (60%) likely, but are more positive about prospects in the United States; 38% predict an economic crisis in Iceland.

Highlights: Q1 2019 Greece CFO Survey
Risk appetite remains low, with 69% of Greek CFOs saying now is not the time to take more risk onto the balance sheet.
A net balance of +29% of Greek CFOs say they are more optimistic about the financial prospects of their companies.

Highlights: Q1 2019 Iceland CFO Survey
Only 11% of Iceland’s CFOs believe that economic growth will increase for the next two years. In comparison, the ratio was 84% in the autumn of 2015.
The majority of Iceland’s CFOs predict that the exchange rate will weaken over the next six months (69%).
Ireland
Increased capex and hiring expected

Across Europe, capital spending and hiring are expected to decline in the next 12 months, but not in Ireland. Increased capital expenditure in the next 12 months is anticipated by 68% of Irish CFOs (64% in H2 2018). Moreover, 65% of Irish CFOs also expect to increase headcount in the next 12 months, an increase from 58% in the previous survey.

Uncertainty levels cue cost control
This positive outlook may be the result of a reduction in the perceived level of external financial and economic uncertainty. Some 58% of CFOs in Ireland rate the overall level of uncertainty as high, down from 71% in autumn 2018. While 58% is still high—reflecting concerns around US trade policy and Brexit—it has perhaps decreased as a result of a drop in the frequency of negative economic and political news in the early part of this year.

In this survey, though, 33% of CFOs are more optimistic compared to six months ago; however, six months ago, 42% of CFOs were more optimistic.

Despite this optimism, cost control remains the top strategic priority for Irish businesses over the next 12 months. Organic growth, a consistent top priority, ranked second this year. Expanding into new markets, balance sheet optimization, introducing new products/services, expanding by acquisition, increasing capex, and increasing opex also made the list as strategic priorities for Irish CFOs this year.

Becoming resilient
Looking ahead, 32% of Irish CFOs expect a recession within the next 18 months in the euro area. The proportion expecting a recession in the US is 26%, with just 16% expecting a recession in Ireland.

As the US and Europe are Ireland’s major trading partners, Irish CFOs are already taking steps to become more resilient against a potential slowdown in global growth over the next 12 to 18 months. Such steps include enlarging the customer base, establishing new credit facilities, and increasing the focus on high margin customers.

Highlights: Q1 2019 Ireland CFO Survey
Some 33% of Ireland’s CFOs are more optimistic compared with six months ago, down from 42% in the last survey.

Revenue growth is predicted, with 84% of Irish CFOs expecting increased revenue growth over the next 12 months.

Italy
Expecting an economic downturn

For the second survey in a row, the sentiment of Italian CFOs is strongly affected by changes in local politics and economics. In the first half of 2019, Italian CFOs optimism has reached its lowest level: -13 (-38 pp compared with one year ago). However, CFOs seem to have grown accustomed to the negative outlook as uncertainty regarding the future of Italian companies decreased a bit since six months ago (57%).

Unstable environment weighs on decision-making
Italian bond yields rose sharply in the past year as the Italian government embarked on a fiscal expansion meant to boost economic growth, actions that did not produce positive results. The current economic situation represents the biggest concern for Italian CFOs, who must make important strategic decisions in a very unstable environment. The greatest concern for 40% of CFOs includes a potential contraction in demand, both foreign and domestic, which could deeply affect the Italian economy.

In this environment, the risk appetite of Italy’s CFOs has dropped to its lowest level: -58% (-6 percentage points since autumn 2018).

Italy closed 2018 registering a technical recession and, while the survey was underway, CFOs’ perspectives on the future were not particularly bright. To prepare their companies to face a potential downturn, CFOs identified three main strategies: enlarging the customer base/shifting the focus to different regions or market segments; increasing the focus on high margin customers; and improving the focus of the marketing strategy and the marketing mix.

Although the vision for the future is not especially bright, a positive sign can be found in Italian CFOs’ investment intentions: 28% of them continue to expect to increase their investments over the next 12 months, and 18% expect to increase the number of employees at their companies.

Highlights: Q1 2019 Italy CFO Survey

Net optimism among Italian CFOs continues to be negative: -13%. It has dropped by 38 percentage points over the last 12 months.

Externalities continue to influence the risk appetite of Italy’s CFOs, dropping to -58%, the lowest result since the beginning of the survey.
Japan
Health of the neighborhood raises concerns

For the first time in five quarters, the proportion of Japanese CFOs reporting feeling “somewhat” or “very” pessimistic about economic conditions has passed 50%. The bulk of this pessimism concerns China. Falling personal consumption in China has led exports from Japan and Germany to fall. While US/China trade negotiations are ongoing, the specter of the current tariffs and US intractability continues to haunt China and leads to a pressing question: to what extent will the slowdown in China affect economies in Japan, the EU, US, etc.?

Earning and operating profits expected to rise
Japanese CFOs who expect “large” or “somewhat large” earnings growth grew sharply to 56% in Q1 2019 (Q4 2018: 38%). The outlook for operating profits similarly spiked, with expectations for “large” or “somewhat large” growth up to 50% from 35% in Q4 2018.

Such positive expectations seem to fly in the face of previous pessimism. The Bank of Japan Tankan survey in March confirmed the same outlook: most large Japanese corporations are expected to show recovered numbers in the back half of the year. Why? Japanese CFOs are likely anticipating that Chinese economic policy will be successful and have incorporated this into their planning for the back half of 2019.

A lull in uncertainty
Japanese CFOs reporting “very high” or “high” levels of uncertainty in the business environment fell in Q1 to 56% (Q4 2018: 69%). There has certainly been good news recently with the US/China negotiations, a no-deal Brexit avoided, and the impacts of the consumption tax raise in Japan likely mitigated.

However, it is clear that Japanese CFOs know that good news does not totally wipe out more long-term risks. China remains the top list of global risk factor (Chinese economic slowdown, 88%; US/China trade war, 82%) and concerns about the consumption tax increase has jumped from third to first in a list of domestic concerns (65%).

Luxembourg
An oasis of growth

Luxembourg’s CFOs remain predominantly confident about the financial prospects of their companies, and are among the most assured in Europe (only 12% are less optimistic whereas the average is 26%). However, there are signs of uncertainty with some 46% of CFOs now agreeing that concerns in the market are high, compared to 37% last year. That being said, half of the Luxembourgish CFOs still see a normal level of uncertainty, which is below the average of 57%.

Expecting positive revenues and hiring
Nevertheless, 66% of Luxembourgish CFOs expect their companies’ revenues to rise, which remains above the European average, while 24% expect improved operating margins. However, on average, expectations for capital expenditure have remained equal compared to last year, with only 26% expecting an increase.

In general, risk appetite remains low with 84% of CFOs believing it is not a good time to put greater risk onto the balance sheet. This is echoed in the region with 80% of European CFOs also not willing to take greater risks at this time. While risk appetite is low, the strategic orientations of Luxembourgish CFOs are mainly expansionary ones. Over the next 12 months, the top three strategies that are likely to be a priority for them are: growth in existing markets (new compared to the last survey), digitalization, and organic growth.

As for looking to the future, 25% of Luxembourgish CFOs expect there to be a recession in the Eurozone, but only 8% believe it will be within their own country.

Moreover, they still seem confident in the expansion of their companies if their hiring figures are anything to go by. According to the survey, 44% expect that the number of employees in their company is likely to increase in the next 12 months, which is a rise of 7 percentage points in comparison to last year.

Highlights: Q1 2019 Japan CFO Survey

This quarter, Japanese CFOs respondents reporting feeling “somewhat” or “very” optimistic is now at a five quarter low of 6%.

The impact of the Chinese economic slowdown remains a central concern for Japanese CFOs, topping the list of foreign risks for two quarters running.

Highlights: Q1 2019 Luxembourg CFO Survey

Almost 70% of Luxembourg’s CFOs expect revenues to increase; 24% expect higher operating margins.

Risk appetite continues to decrease: 84% believe now is not a good time to take greater risks, versus 68% last year.
In general, CFOs in the Netherlands remain positive about the economy. They expect both an increase in operating margins (70%), and higher revenues (80%). Also, they consider the overall level of external financial and economic uncertainty facing their businesses as normal to low (68%), compared to 33% of the EU CFOs. Despite this optimism, a central theme of this survey is the challenging economic circumstances in Europe.

**Concerned about talent and growth**
Of the possible factors likely to pose a significant risk to their business over the next 12 months, Dutch CFOs ranked the “shortage of skilled professionals,” “economic outlook/growth,” and “increasing regulations” as their top three.

Although 80% of Dutch CFOs consider the rise of protectionism the risk most likely to occur, only 18% consider it a high-impact risk on their business. The risk they see as having the biggest impact would be a new eurozone crisis. However, only 25% of respondents consider this risk likely to occur, compared with 47% of EU CFOs. Another risk CFOs consider likely is a rise in polarization/populism, although CFOs consider the impact low to moderate.

**Government intervention**
Given the public debate about the role of the government in protecting Dutch national business, this survey included a special question. CFOs were asked their views on the effectiveness of future government intervention as a means to support the Dutch economy in being more resilient in the face of a potential slowdown in global growth. CFOs’ opinions are also mixed as to the effectiveness of any such intervention.

**Highlights: Q1 2019 Netherlands CFO Survey**
A full 43% of Dutch CFOs express more optimism toward their business prospects, compared to 20% who are less optimistic.

Dutch CFOs are bullish on revenues and operating margins with 80% expecting increases in the former and 70% expecting increases in the latter.

This quarter’s findings continue on a downward trend. Assessments of the North American, European, and Chinese economies all declined. Own-company optimism rebounded from last quarter’s very low reading, but still sits at its third-lowest level in three years. Expectations for revenue, earnings, domestic hiring, and wages declined (only capex rose), and all metrics sit below their two-year averages.

**Slowdown by the end of 2020**
Own-company optimism rebounded from last quarter’s 10-quarter low, but it remains at one of its lowest levels in three years. Overall, 32% of finance chiefs report express rising optimism, and 16% report express declining optimism. The proportion citing “no change,” however, reached a new survey high—likely a negative sign given last quarter’s strong pessimism.

To get a better grasp on CFOs’ concerns, this quarter’s survey asked about their expectations for a possible US downturn. Nearly three-fourths said they expect a deceleration of economic activity by the end of 2020, but only 15% expect an extended decline. Those expecting a downturn cited three main factors: US trade policy, the length of business and credit cycles, and slowing growth in China and Europe.

Although 15% of CFOs said they already see signs of a downturn in their company’s operations, less than 40% said their company has a detailed defensive plan. The most common downturn responses focused on reducing discretionary spending and controlling headcount, but less than 30% say they have already started taking defensive steps.

Wrapping up our macroeconomic questioning, we asked CFOs about their policy priorities for Washington. Given that they have named trade policy their most worrisome external risk for several quarters, it was not a surprise that their top policy area for change and/or clarity was US-China trade. Infrastructure was a distant second, with immigration third.

**Highlights: Q1 2019 North America CFO Survey**
CFOs indicate a bias toward revenue growth over cost reduction (51% vs. 25%); and investing cash over returning it (46% vs. 19%).

Nearly 85% of CFOs say they expect a US downturn by the end of 2020, and overwhelmingly expect a slowdown rather than a recession.
Norway  
(Almost) no pessimists around

Over the last months, there has been a slowdown in economic growth in China, the eurozone, and even the US. Experts question if we are on the route to an economic downturn. However, Norwegian GDP is set to hold up well and CFOs show high willingness to invest for the future. They believe in higher revenues and have financing available to expand operations.

The power of the few
A net share of 28% of Norway’s CFOs are more optimistic about financial prospects compared to six months ago. More CFOs are reporting that the prospects are unchanged. This indifference is reflected in the rest of the survey, where there are few very positive, but almost no negative sectors. In contrast, the CFOs are more optimistic about the next six months, an increase by 6 percentage points from Q3 2018.

Meanwhile revenue expectations have decreased by 4 pp and is driven by fewer CFOs expecting moderately higher revenue, but is still at a relatively high level. Similarly, the 14 percentage point decrease in operating margin expectations is also primarily driven by fewer CFOs expecting moderately higher revenue and more CFOs believing in unchanged margins. Hence, the drop in margin expectations should not be interpreted as particularly dramatic.

On the hiring front, a net share of 25% of responding CFOs expect an increase in number of employees the next six months. This is marginally down from last survey, but a high level historically.

The most prioritized strategies among Norwegian CFOs are organic growth, cost reduction, and a focus on core business. Previously, we have observed a steep downward trend in focus on cost reduction among the CFOs. Now, CFOs are being more defensive in their strategies as 54% of responding CFOs report that cost reduction is highly prioritized.

The most significant risk factors for CFOs are decrease in domestic and foreign demand, with a share of 24% and 17%, respectively. Following this, CFOs are mostly concerned about political changes and the interest rate level.

Highlights: Q1 2019 Norway CFO Survey

A full 96% of Norwegian CFOs says they do not expect a recession in Norway within the next 18 months. Only 1% expect a recession to occur.

The most prioritized strategies among Norwegian CFOs are organic growth, cost reduction, and a focus on core business.

Portugal  
Optimism cooling down

Breaking away from the overwhelming optimism expressed in the last two surveys, Portugal’s CFOs’ sentiment regarding economic and financial prospects has dropped, with 22% saying they are more optimistic (versus 41% in the last survey) and an identical percentage (22%) reporting being less optimistic.

Treading lightly
In past surveys, however, Portugal’s CFO have tended to rank high on the uncertainty spectrum, and this quarter’s was no exception. Some 60% of respondents now rate uncertainty as high versus 5% who say it is low. Not surprisingly, risk aversion is also very high, with 74% of CFOs considering this not to be a good time to add risk onto their balance sheets.

Somewhat in accordance with their diminishing appetite for risk, CFOs’ net expectation for an increase in capital expenditure has receded from +60% to +43%. And while net expectations for revenues (+48%) and operating margins (+5) declined from the last survey, they remain positive.

Going forward, CFOs view the economic outlook as most likely to to pose a significant risk to business over the next 12 months. Geopolitical risks came in second, followed by increasing regulations, shortage of skilled professionals, and cyber risk tying for third.

Recession and resilience
This quarter’s special questions focused on recession and resilience through a potential slowdown. Most CFOs in Portugal (74%) do not expect a recession to happen in the coming months. They have, however, initiated actions regarding the potential for a slowdown by establishing new credit facilities and diversifying financing sources. They have also made advancements toward enlarging their customer base and shifting their focus toward different regions or markets.

Moving forward, there are plans to make or reconsider strategic acquisitions and invest in advanced technologies, such as predictive analytics and advanced robotics.

Highlights: Q1 2019 Portugal CFO Survey

A net +24% of Portugal’s CFOs expect to increase headcount in the next 12 months.

A full 74% of respondents say they do not expect a recession to occur in the coming 18 month period.
Spain
Prudence in the face of uncertainty

Optimism drops considerably among Spain’s CFOs: only 26% are more optimistic about the financial prospects for their companies, compared with 52% a year ago. And now 19% are less optimistic versus 7% a year ago.

Foreseeing stagnation
Meanwhile, CFOs’ perceptions of the Spanish economy also worsened. A year ago, 70% thought that the situation was good, whereas that percentage stands at 49% in this edition. Their collective outlook for the coming months also reflects decreased optimism: 23% believe the Spanish economy will grow (compared with 63% one year ago); 25% foresee it as a slow recovery period; and 52% estimate it will be in stagnation or in recession.

As for the risks they see going forward, a potential new crisis in the eurozone leads the list, with 68% rating it as having a high impact on their business. In second place (44%) is the deterioration of margins due to a lack of price flexibility. Finally, in third place, is an increase in polarization or populism, with 42% of respondents rating it as high impact, 9 percentage points above the level one year ago.

Highlights: Q1 2019 Spain CFO Survey

Some 49% of Spain’s CFOs consider the current Spanish economy to be good, and 52% expect it to be in stagnation in the coming months.

Appetite for risk decreased, with only 30% of respondents considering now to be a good time to take more risks onto the balance sheet.

Sweden
Reversing course on optimism

Since last fall, Swedish CFOs have clearly changed their views about the near future. The CFOs’ optimism about their company’s business opportunities for the next six months fell sharply, reaching the lowest level since spring 2017. Despite this steep decline, however, more than half of the CFOs viewed their business opportunities as favorable or very favorable.

Worried about a slowdown
For years, Swedish CFOs have stood out internationally with their substantially more favorable view of external uncertainty. The Spring 2019 survey indicates a reversal of this trend, since the CFOs believe that uncertainty has increased after a long period of decline.

Overall, their responses show obvious worries about a slowdown in the economic cycle. They now foresee a deterioration in the economic and growth outlook, followed by squeezed margins and prices, as their biggest risk. Consistent with other factors that indicate a decline, Sweden’s CFOs see a reduced probability of skilled personnel shortages and higher employee expenses, which were previously viewed as more significant risks.

Despite their worries about the future, it is surprising that a large majority of CFOs predict that during the coming year, their own company will be able to increase both its revenues and operating margin. This suggests that companies are generally in a strong position at present and find it difficult to assess in detail how and when any approaching economic slowdown will impact demand and ultimately their profitability.

Company priorities are continuing to shift in a more defensive direction, which is natural in a situation where preparations for slower global economic performance are underway. To a greater extent than before, Swedish CFOs mention a greater focus on cost savings and debt repayment, with fewer planning investments in Sweden or abroad. The number of corporate transactions is also expected to level out, after a long period of very high merger and acquisition activity.

Organic growth is the number one strategic priority among Sweden’s CFOs, followed by cost reduction and increasing cash flow.

Highlights: Q1 2019 Sweden CFO Survey

Net optimism remains positive (+12) among Sweden’s CFOs, with 22% reporting being more optimistic and 10% reporting being less optimistic.
Switzerland
Growth outlook: Switzerland still good

Swiss CFOs expect the country’s economy to continue to perform well, although there has been a decline in their expectations from the previous survey. Now 53% of CFOs rate Switzerland’s economic outlook as positive over the next 12 months, with 10% rating it as negative. This represents a decline from the consistently higher ratings from Q4 2016 and a record 88% in the first half year of 2018.

Optimism stays strong

Compared with three months ago, a very small majority of Swiss CFOs are more optimistic (26% versus 23% who are more pessimistic). This results in a net balance of 3%, the lowest since the end of 2015.

Still, a significant majority of Swiss CFOs continue to rate the financial outlook for their company as positive over the next 12 months, although there has been a dip here, too. Almost two-thirds (65%) now rate the outlook for their company as positive, down from 70% in the previous survey. This means that considerably more CFOs are optimistic about the prospects for their own company than are optimistic about the outlook for the Swiss economy as a whole.

Detailed corporate indicators also paint a positive picture despite declines in some ratings. Some 71% of Swiss CFOs expect revenues to increase over the next 12 months. Expectations for operating margins are lower, however, with 42% of CFOs expecting increases. Still, companies remain willing to invest and to increase hiring over the next 12 months.

Uncertainty up; risk appetite down

For the first time since Q1 2015, Swiss CFOs report perceptions of greater uncertainty in the economic and financial environment. The increase is marked (14 percentage points), and the perception is shared by CFOs in most of the European countries surveyed. In addition, risk appetite has declined. In fact, the decline among Swiss CFOs is greater than in the previous survey with the proportion willing to take greater risk onto their balance sheet down 18 percentage points, the largest drop in Switzerland since Q4 2014.

Highlights: Q1 2019 Switzerland CFO Survey

- More than 40% of Switzerland’s CFOs expect employee numbers to rise over the next 12 months, with 22% expecting them to fall.
- Digitalization is third most frequently cited risk among Swiss finance chiefs and second most frequently cited strategy

Turkey
Soaring interest rates and currency woes

Optimism among Turkey’s CFOs makes a dramatic comeback in this survey, with a 77 percentage point increase that brings net optimism to +11%. Some 33% report being more optimistic about financial prospects and only 22% are less optimistic.

Optimism rises

Part of the reason is that perceptions of uncertainty have tempered with 44% of Turkish CFOs now saying there is a high uncertainty level, while 40% agree that uncertainty levels are normal.

Still, continuing currency fluctuations combined with an interest rate of +19% are weighing negatively on CFO sentiment. As a result, Turkish CFOs are steering clear of risk, with a net balance of -92% of respondents agreeing to it not being a good time to be taking risk onto the balance sheet.

Contrary to the last survey results, the majority of the CFOs expect increases both in revenues and operating margins (64% and 42%, respectively). In addition, hiring intentions turned positive, with 39% expecting to add headcount.

In order to balance the risks associated with the domestic demand, the geopolitical situation, and concerns over the local currency, Turkey’s CFOs cite expansionary actions by acquisition, increases in capital expenditure, and increases in operating expenditure as top strategic priorities.

Looming recession

Despite the notable increase in optimism for their own businesses, 100% of Turkish CFOs expect a recession to be imminent. To prepare, one in two CFOs have already began diversifying financing sources and focusing on strengthening their current customer base. Moving forward, there will also be a shift in focus toward different regions or market segments to enlarge and diversify customer bases.

Highlights: Q1 2019 Turkey CFO Survey

- Turkish CFO optimism rose markedly this quarter, with 33% of CFOs becoming more optimistic, and 22% becoming less optimistic.
- A full 100% of Turkey’s CFOs expect a recession in their own country, but only 19% expect one in the eurozone.
The first quarter CFO Survey gauges sentiment among the UK’s largest businesses in the wake of Parliament’s rejection of Theresa May’s Brexit deal. The survey opened just after the announcement of the first delay in Brexit and covers a period that saw the failure of the House of Commons to agree on a new plan and the start of Brexit talks between the government and Labor Party.

**Battening down the hatches**
Despite this, the latest survey shows little change in confidence and risk appetite among CFOs. The reason is that CFOs priced in a tougher environment at the start of the year. CFOs went into March braced for tough times and the latest round of Brexit uncertainties has not changed that picture. The fact that balance sheets are being readied for turbulence fits with findings by the Bank of England’s agents that show that around 80% of companies judge themselves ready for a no-deal, no-transition Brexit.

Corporates face three pressures. First, growing economic headwinds mean that CFOs have become markedly more negative on revenue growth in the last six months. Second, cost pressures are increasing, with a record 79% of CFOs expecting operating costs to rise in the next year. Wages have been the swing factor, with official data showing average earnings growing at close to their fastest pace in 11 years. Third, credit conditions have become less accommodating. CFOs report that credit pricing and availability have deteriorated in the last two years and CFO concern about excessive leverage has ticked up.

Large businesses are looking to protect themselves against these risks by bullet-proofing balance sheets. At the heart of this strategy is a drive to raise cash levels. Official data show that at the end of 2018 UK corporations held a record £747 billion in cash, equivalent to 35% of GDP and almost one-third higher than in early 2016. Cash piles look set to rise further still. The latest survey shows that CFOs are placing greater emphasis on cash accumulation than they have at any time since 2010.

**Highlights: Q1 2019 UK CFO Survey**

Some *81%* of CFOs now expect Brexit to lead to a deterioration in the overall environment for business in the long-term.

**Forty percent** of CFOs now expect the Bank of England’s base rate to be 1% or higher in a year’s time, down from 58% last quarter.
# Deloitte CFO Surveys

## About Deloitte Member Firms’ CFO Surveys

Twenty-three Deloitte Member Firm CFO Surveys, covering more than 60 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.

<table>
<thead>
<tr>
<th>Member firms</th>
<th>Contacts</th>
<th>Frequency</th>
<th>Survey scope and population</th>
</tr>
</thead>
</table>
| **Austria**  | Guido Eperjesi  
Director, Clients & Industries  
+43 1 537 00 2522  
geperjesi@deloitte.at | Biannual | Conducted between March 4, 2019 and March 26, 2019; 71 CFOs and financial executives participated, representing a broad range of industries. Of the participating companies, 22% have revenues in excess of €1 billion, and 17% have revenues greater than €500 million. |
| **Belgium**  | Thierry Van Schoubroeck  
Partner, Finance Transformation  
+ 32 2 749 56 04  
tvanschoubroeck@deloitte.com | Quarterly | Conducted between March 22, 2019 and April 9, 2018. A total of 59 CFOs completed the survey, and the participating CFOs are active in a variety of industries. |
| **China**    | William Chou  
National Managing Partner  
China CFO Program  
+86 10 8520 7102  
wilchou@deloitte.com.cn | Biannual | Conducted between March 18, 2019 and April 15, 2019; 86 participants, 64% of which had the title of CFO or finance director; 12% were from SOEs, 29% were privately owned, 59% were from MNCs. |
| **Denmark**  | Kim Hendil Tegner  
Partner, Head of CFO Services  
+45 30 93 64 46  
ktegner@deloitte.dk | Biannual | Conducted between February 2019 and March 2019; 128 CFOs completed the survey. The participating CFOs are active in a variety of industries, although primarily in the private (81%) and the financial sector (19%). |
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</table>
| **Finland**  | **Tuomo Salmi**  
Partner, CFO Program Leader  
+358 (0)20 755 5381  
tuomo.salmi@deloitte.fi | Biannual | Conducted in spring 2019; 31 CFOs participated representing privately-held and publicly-listed medium, large, and multinational companies across a range of industries. |
| **Germany**  | **Rolf Epstein**  
Partner, CFO Program  
+ 49 (0) 69 97137409  
repstein@deloitte.de | Biannual | Conducted between March 7, 2019 and March 28, 2019; 170 CFOs from major German corporations participated; 61% are from companies with revenues of more than €500 million, and 42% have revenues of more than €1 billion. |
| **Greece**   | **Panagiotis Chormovitis**  
Partner  
+30 210 6781 316  
pchormovitis@deloitte.gr | Biannual | The survey was conducted in March 2019 and 45 CFOs from major Greek companies or Greek subsidiaries of foreign companies participated, representing a wide range of sectors. |
| **Iceland**  | **Haraldur Ingi Birgisson**  
Clients & Industries Leader  
+354 580 3305  
hib@deloitte.is | Biannual | The survey was conducted in March 2019; 78 CFOs participated. The majority of companies involved came from the retail sector (24%), manufacturing (15%), fisheries (10%), and construction (10%). |
| **Ireland**  | **Daniel Gaffney**  
Director  
+35314172349  
dgaffney@deloitte.ie | Biannual | Conducted in March 2018; CFOs of listed companies, large private companies, and Irish subsidiaries of overseas multinational companies participated. |
| **Italy**    | **Riccardo Raffo**  
Partner, CFO Program Leader  
Tel: +39 0283322380  
rraffo@deloitte.it | Biannual | Conducted in March 2019; approximately 100 respondents from major Italian companies or Italian subsidiaries of foreign companies, the majority of which came from the following sectors: automotive (11.5%); industrial products and services (11.5%); construction (8.3%); technology, media, telecommunication (8.3%); financial services (7.3%); consumer goods (7.3%); life sciences (6.3%); and energy, utilities, and mining (6.3%). |
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<tbody>
<tr>
<td>Japan</td>
<td><strong>Yasushi Nobukuni</strong>&lt;br&gt;Partner +81 80 3367 2790&lt;br&gt;<a href="mailto:ynobukuni@tohmatsu.co.jp">ynobukuni@tohmatsu.co.jp</a></td>
<td>Quarterly</td>
<td>Conducted between March 28, 2019 and April 11, 2019; 34 CFOs and finance directors completed the survey. The participants represent a variety of industries and include listed companies and relevant private companies.</td>
</tr>
<tr>
<td>Luxembourg</td>
<td><strong>Pierre Masset</strong>&lt;br&gt;Partner, CFO Services Lead +352 451 452 756&lt;br&gt;<a href="mailto:pmasset@deloitte.lu">pmasset@deloitte.lu</a></td>
<td>Biannual</td>
<td>Conducted between March 6, 2019 and March 22, 2019; 50 CFOs completed the survey. The participating CFOs are active in a variety of industries, although primarily in the private and the financial sector.</td>
</tr>
<tr>
<td>Netherlands</td>
<td><strong>Frank Geelen</strong>&lt;br&gt;Partner; CFO Program Lead +31 (0)6 2239 7053&lt;br&gt;<a href="mailto:fgeelen@deloitte.nl">fgeelen@deloitte.nl</a></td>
<td>Biannual</td>
<td>Conducted between March 3, 2019 and March 23, 2019; 40 CFOs representing a net turnover per company of approximately EUR 2.1 billion. The responding companies can be categorized as follows: publicly listed (23%), privately owned (37%), family owned (14%), private equity portfolio company (9%), other and/or unknown (23%).</td>
</tr>
<tr>
<td>North America (US, Canada, and Mexico)</td>
<td><strong>Greg Dickinson</strong>&lt;br&gt;N.A. CFO Survey Director +1 213 553 1030&lt;br&gt;<a href="mailto:gdickinson@deloitte.com">gdickinson@deloitte.com</a></td>
<td>Biannual</td>
<td>Conducted between February 11, 2019 and February 22, 2019; 158 CFOs participated from across the United States, Canada, and Mexico. Sixty-nine percent of respondents represented CFOs from public companies, and 84% were from companies with more than $1 billion in annual revenue.</td>
</tr>
<tr>
<td>Norway</td>
<td><strong>Andreas Enger</strong>&lt;br&gt;Partner, Financial Advisory +47 958 80 105&lt;br&gt;<a href="mailto:aenger@deloitte.no">aenger@deloitte.no</a></td>
<td>Biannual</td>
<td>Conducted in March 2019 in conjunction with SEB; 94 CFOs participated from across Norway. The respondents represented a broad range of industries and CFOs from some of the biggest companies in Norway.</td>
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</thead>
</table>
| **Portugal** | **Jorge Marrão**  
Partner, CFO Program Leader  
+ 351 210422503  
jmarrao@deloitte.pt | Biannual | Conducted between March 13, 2019 and March 29, 2019, the survey was sent to CFOs of private and public companies of several industries. The participating CFOs (82) represent the largest companies in Portugal (53% >100M€ and 4% >1.000M€). |
| **Spain**    | **Nuria Fernández**  
Senior Manager  
+34 91 514 50 00  
nufernandez@deloitte.es | Biannual | Conducted in March-April 2019; 105 CFOs participated from companies or groups listed in the Spanish market and/or companies or groups listed in international markets, and non-listed companies. Of the participating companies, 41% have revenues in excess of €500 million and 56% have more than 500 employees. |
| **Sweden**   | **Henrik Nilsson**  
Partner  
+46 73 397 1102  
henilsson@deloitte.se | Biannual | Conducted between February 25, 2019 and March 19, 2019; 86 CFOs participated representing a selection of the key industries in Sweden. |
| **Switzerland** | **Dr. Michael Grampp**  
Chief Economist  
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mgrampp@deloitte.ch | Biannual | Conducted between February 27, 2019, and March 27, 2018; 102 CFOs participated, representing listed companies and relevant private companies. |
| **Turkey**   | **Cem Sezgin**  
Partner, CFO Services Leader  
+ 90 (212) 366 60 36  
csezgin@deloitte.com | Biannual | The survey was conducted between March 15, 2019 and March 29, 2019; 36 CFOs from major Turkish companies or Turkish subsidiaries of foreign companies participated, representing a wide range of sectors. |
| **United Kingdom** | **Ian Stewart**  
Chief Economist  
+44 020 7007 9386  
istewart@deloitte.co.uk | Quarterly | Conducted between March 26, 2019, and April 7, 2019; 89 CFOs participated, including CFOs of 18 FTSE 100 and 31 FTSE 250. The rest were CFOs of other UK-listed companies, large private companies, and UK subsidiaries of companies listed overseas. The combined market value of the 60 UK-listed companies surveyed is £377 billion. |
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