




25th Annual Global CEO Survey

Reimagining the outcomes that matter



February 2022



PwC's 25th Annual
Global CEO Survey
polled

4,400+

CEOs globally

between October and
November 2021



89

Countries



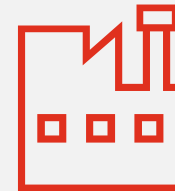
4,446

CEOs



26%

Revenue of at
least \$1B



32

Industries

Views of **60** Finnish
CEOs, of which we
personally
interviewed
most of them

They represent ownership of

56%

Private

44%

Publicly listed

They generate revenue of

29%

> 1\$B

58%

0.1-1\$B

14%

< 0.1\$B

They employ

56%

> 1000

17%

500 to 1000

27%

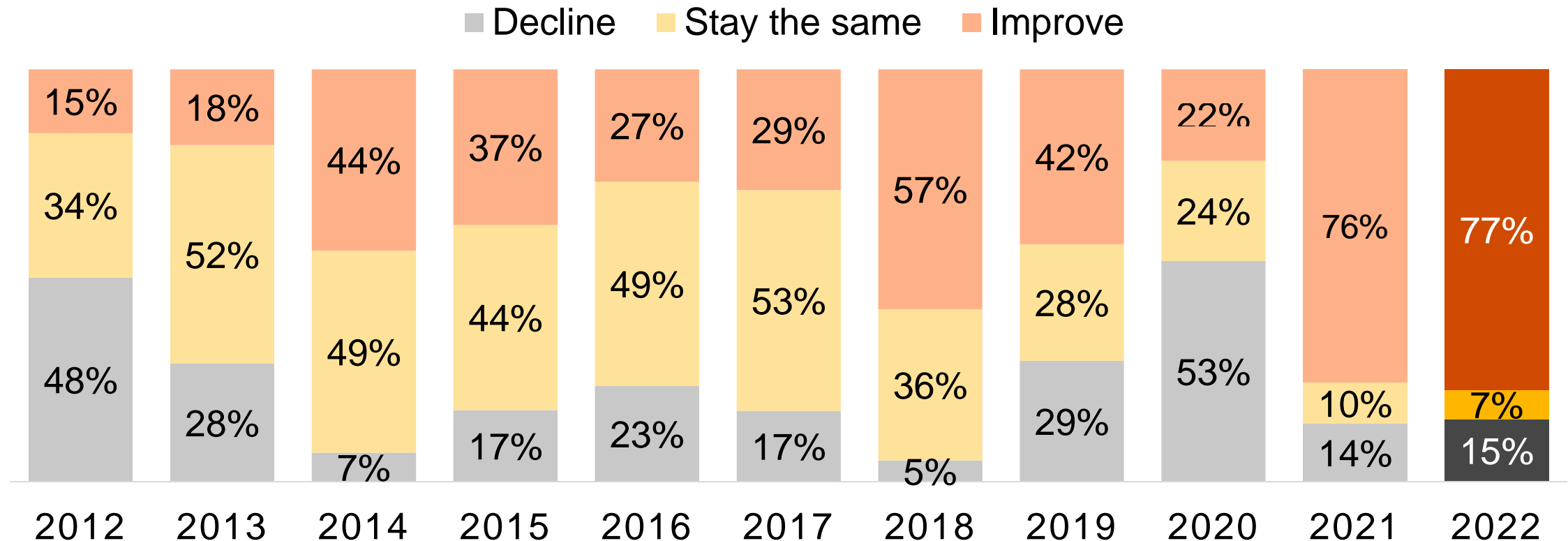
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Economic growth



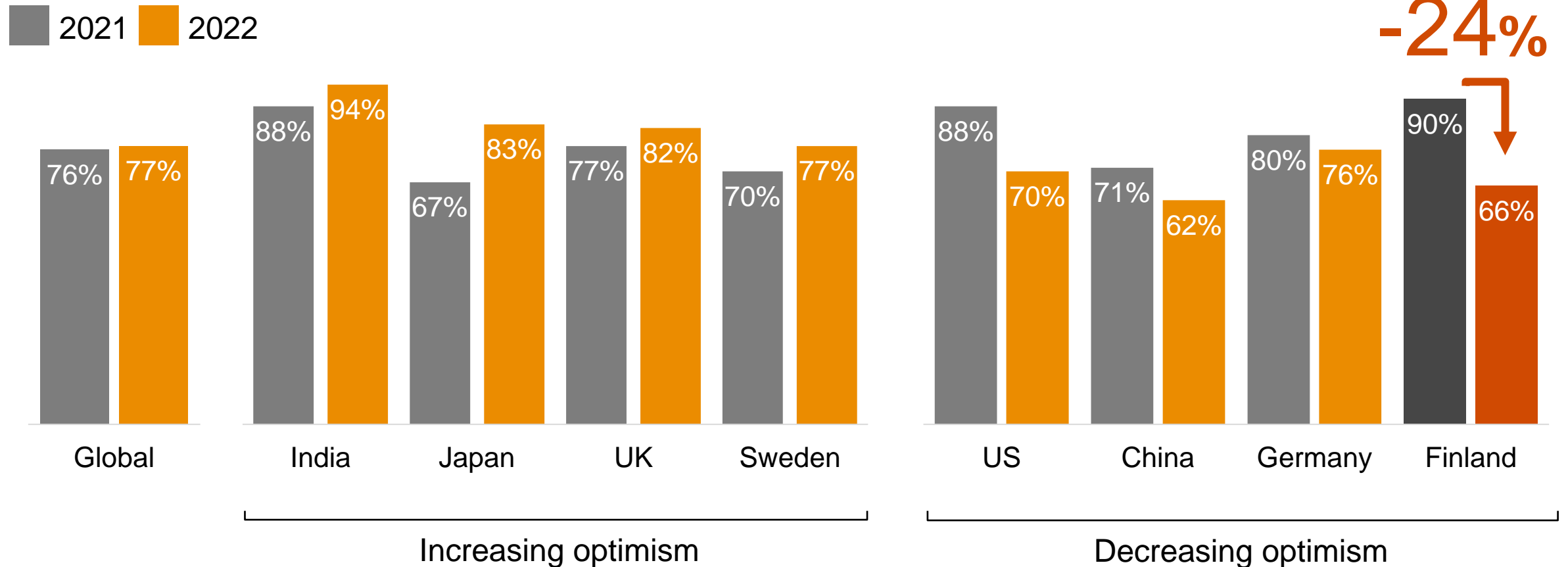
77% of CEOs believe global economic growth will improve, the highest share since 2012

Q. How do you believe global economic growth will change, if at all, over the next 12 months?



CEO optimism about global growth builds, despite dips in several major economies

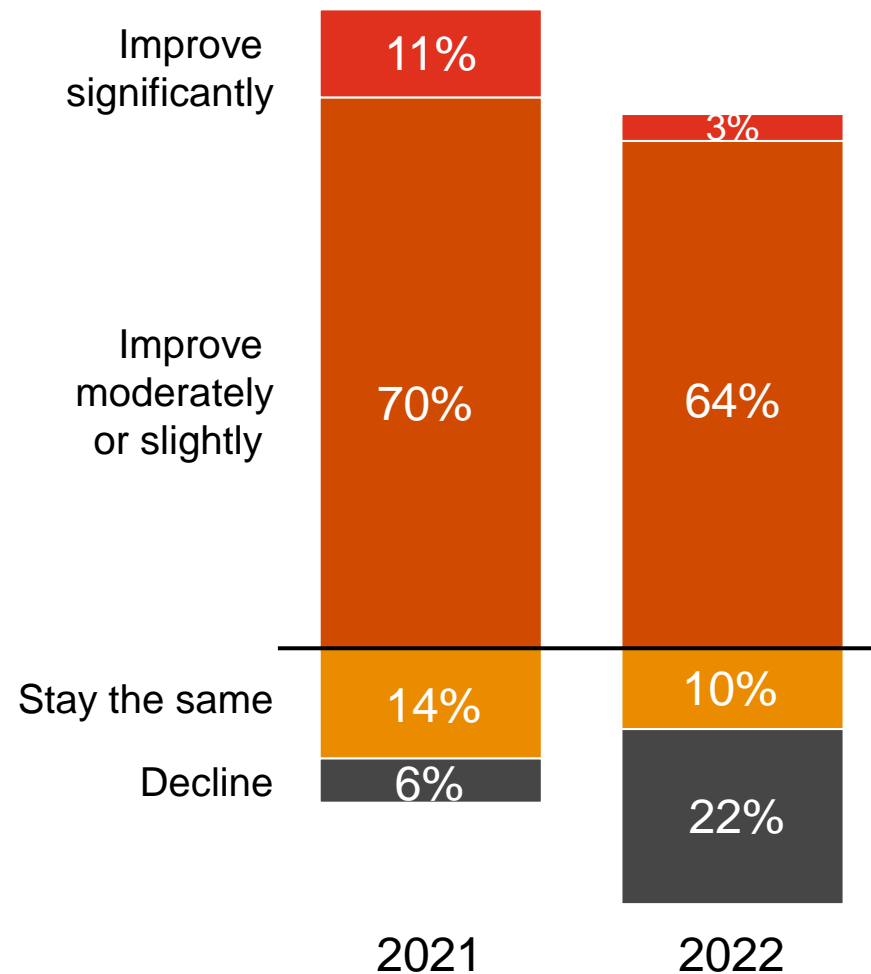
Q. How do you believe global economic growth will change, if at all, over the next 12 months?
(Showing only 'improve' responses)



CEO optimism on Economic growth in Finland remains on a good level, despite decrease in confidence

Q. How do you believe economic growth (i.e., gross domestic product) will change, if at all, over the next 12 months in: your territory?

Notes:
'Improve/Decline slightly' response options were added in 2022



Improve
from **81%** to **68%**

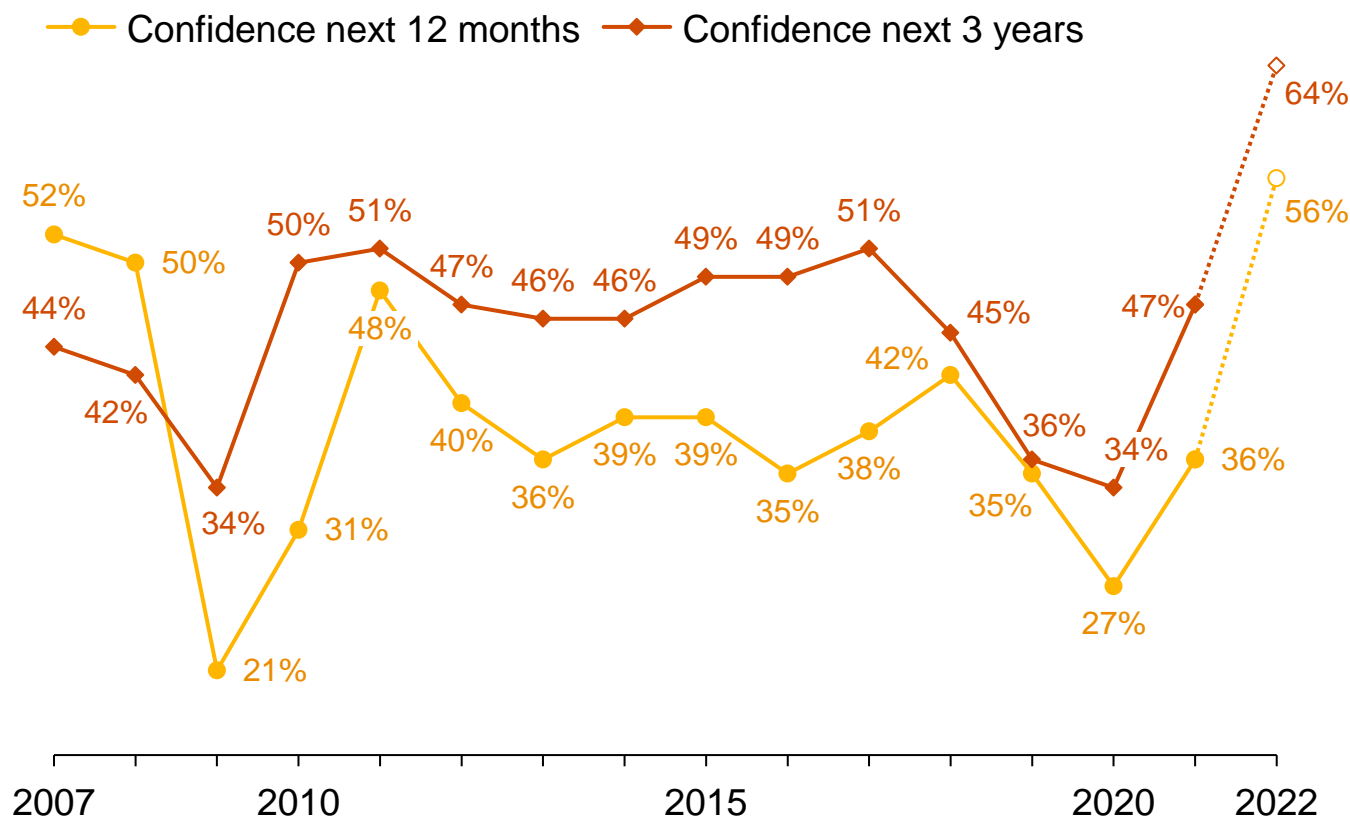
Stay or decline
from **19%** to **32%**

Organisations' growth



Globally CEOs are also confident in their own organisation's growth prospects

Q. How confident are you about your company's prospects for revenue growth over the next 12 months and 3 years? Showing only 'very confident' and 'extremely confident' responses*

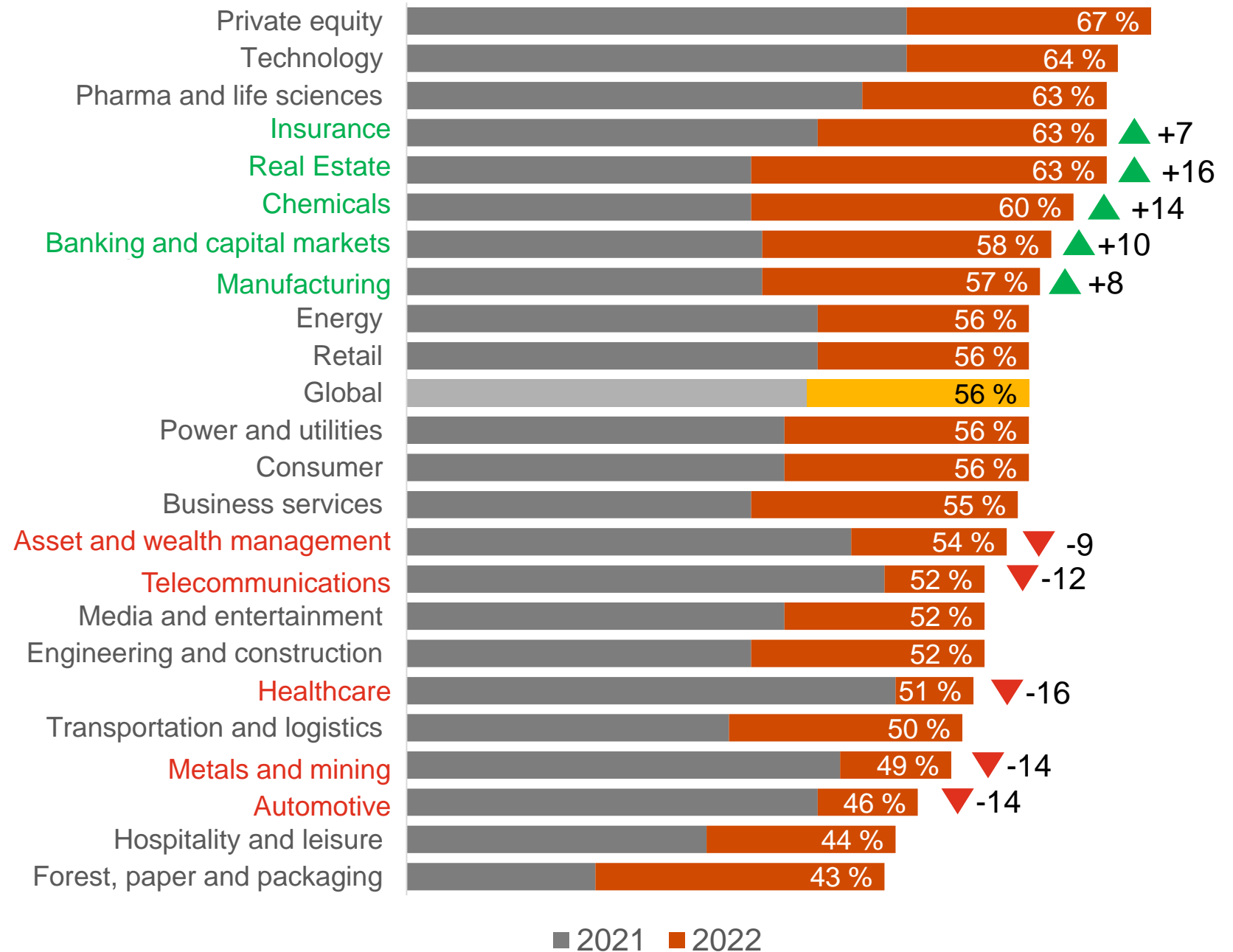


56%
of CEOs say they are **extremely or very confident** about their revenue growth prospects for the **next year**

64%
are **extremely or very confident** looking ahead **three years**

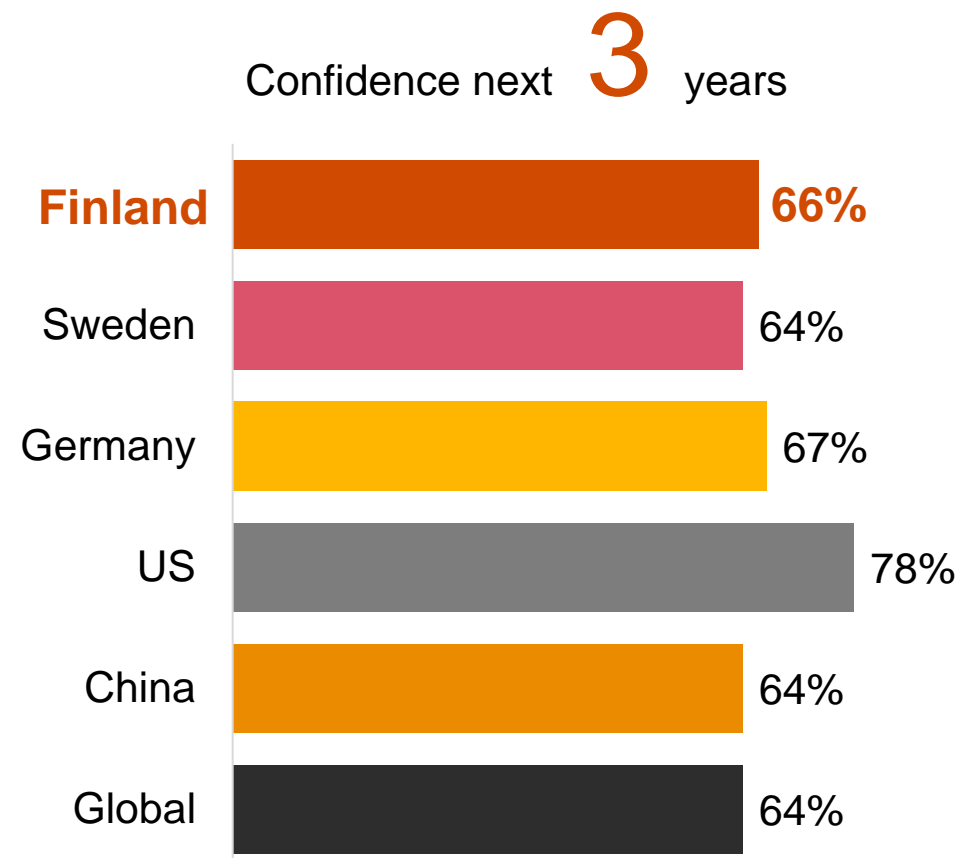
Significant changes in confidence among industries, yet PE and Technology industries kept the top rankings

Q. How confident are you about your company's prospects for revenue growth over the next 12 months? (Showing only 'very confident' and 'extremely confident' responses*)



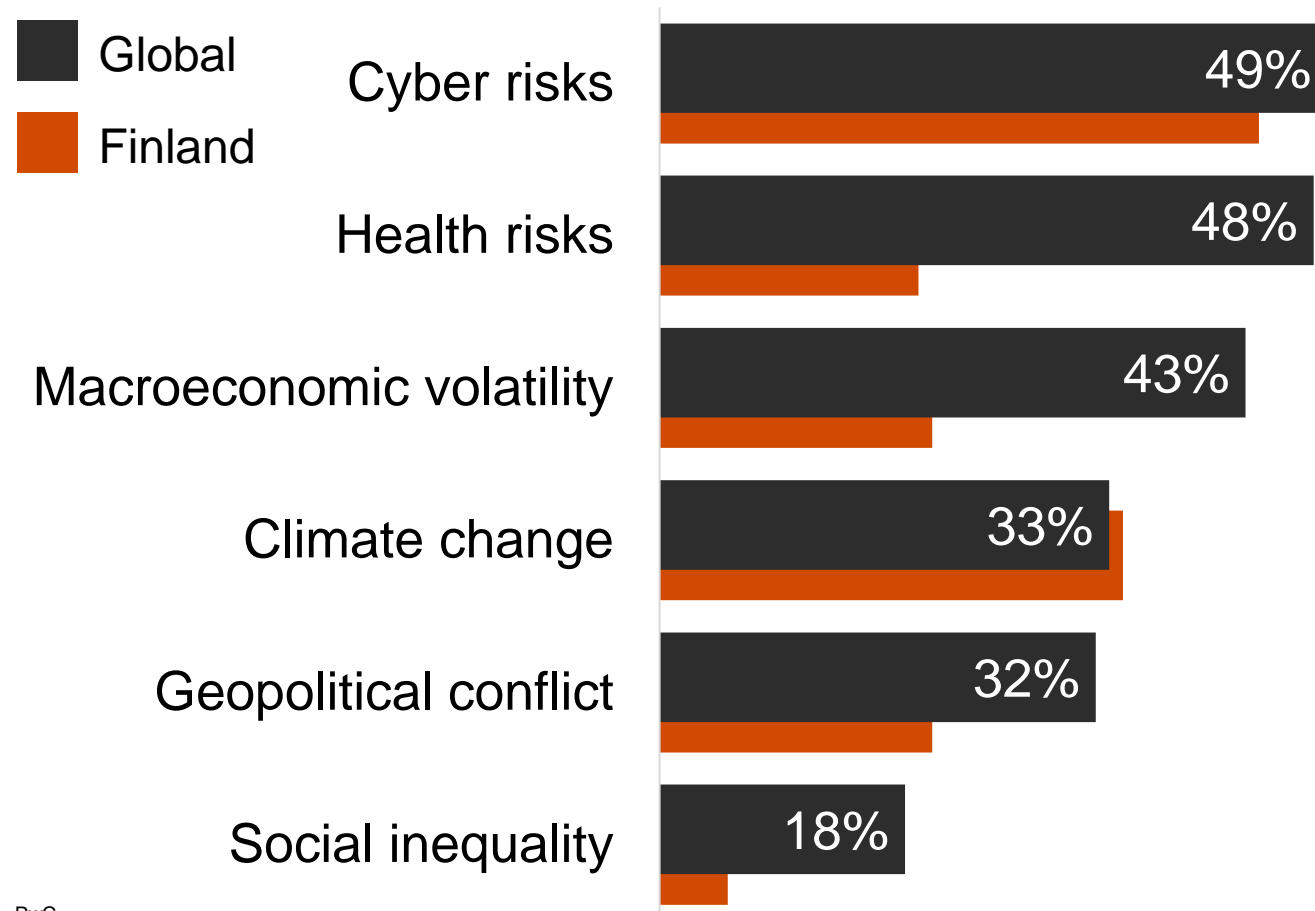
CEOs in Finland are in par with the confidence levels in Germany and Sweden

Q. How confident are you about your company's prospects for revenue growth over the next 12 months and 3 years? Showing only 'very confident' and 'extremely confident' responses.



CEOs rank cyber risks as the top threat to growth, with health risks and macroeconomic volatility close behind

Q. How concerned are you about the following global threats negatively impacting your company over the next 12 months? (Showing only 'very concerned' and 'extremely concerned' responses)



After determined rise, **Cyber** has reached the top rank.

Capability-building is a priority for CEO's.

Concern about cyber risks is primarily driven by financial services CEOs

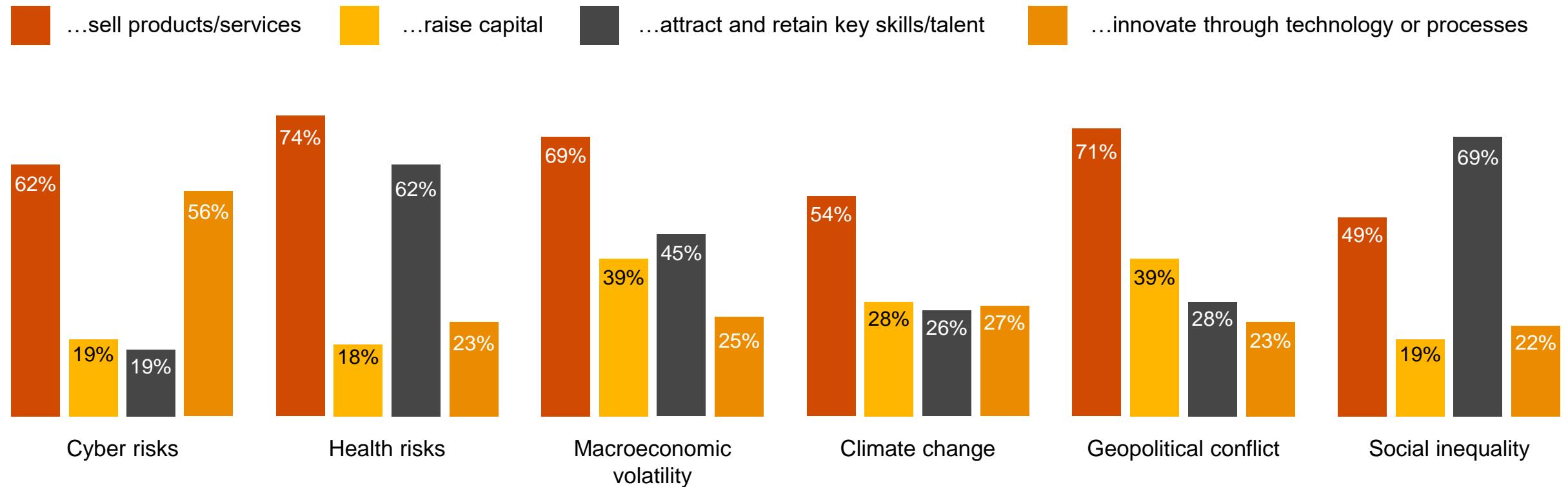
Q. How concerned are you about the following global threats negatively impacting your company over the next 12 months?
(Showing only 'very concerned' and 'extremely concerned' responses)

	Cyber risks	Health risks	Macroeconomic volatility	Climate change	Geopolitical conflict	Social inequality
Asset and wealth mgt	54%	40%	45%	32%	31%	19%
Private equity	54%	42%	35%	25%	39%	16%
Banking and capital markets	67%	49%	46%	37%	34%	24%
Insurance	64%	54%	40%	42%	32%	24%
Real estate	42%	49%	54%	34%	25%	22%
Telecommunications	58%	42%	50%	26%	36%	12%
Media and entertainment	45%	53%	42%	24%	23%	14%
Technology	48%	38%	37%	23%	29%	16%
Retail	51%	48%	44%	37%	30%	21%
Consumer	39%	48%	51%	39%	34%	23%
Transportation and logistics	46%	50%	56%	33%	35%	25%
Forest, paper and packaging	50%	50%	53%	47%	38%	18%
Hospitality and leisure	41%	75%	43%	33%	37%	19%
Automotive	42%	46%	50%	37%	39%	19%
Manufacturing	40%	44%	46%	33%	32%	13%
Engineering and construction	41%	37%	45%	33%	28%	16%
Business services	50%	48%	48%	30%	31%	23%
Healthcare	58%	67%	42%	30%	22%	29%
Pharma & life sciences	45%	41%	48%	22%	30%	23%
Energy	47%	44%	41%	59%	30%	21%
Metals and mining	46%	51%	47%	46%	42%	20%
Power and utilities	52%	39%	39%	52%	27%	17%
Chemicals	38%	40%	45%	44%	35%	15%
Global	49%	48%	43%	33%	32%	18%

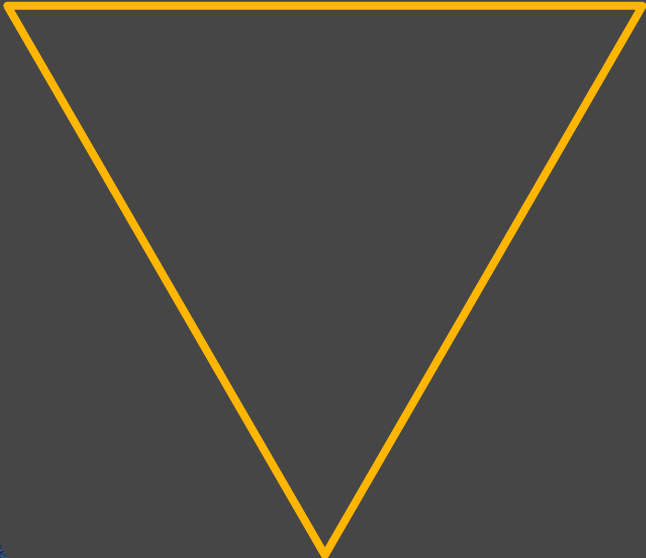
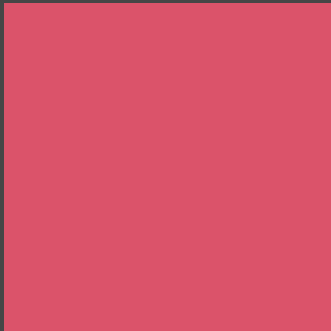
No matter the threat, CEOs are most concerned about near-term impact to the top line

Q. How do you anticipate your company could be impacted by this threat over the next 12 months? (Showing only responses from CEOs who were 'very concerned' or 'extremely concerned' about each threat)

It could inhibit our ability to...

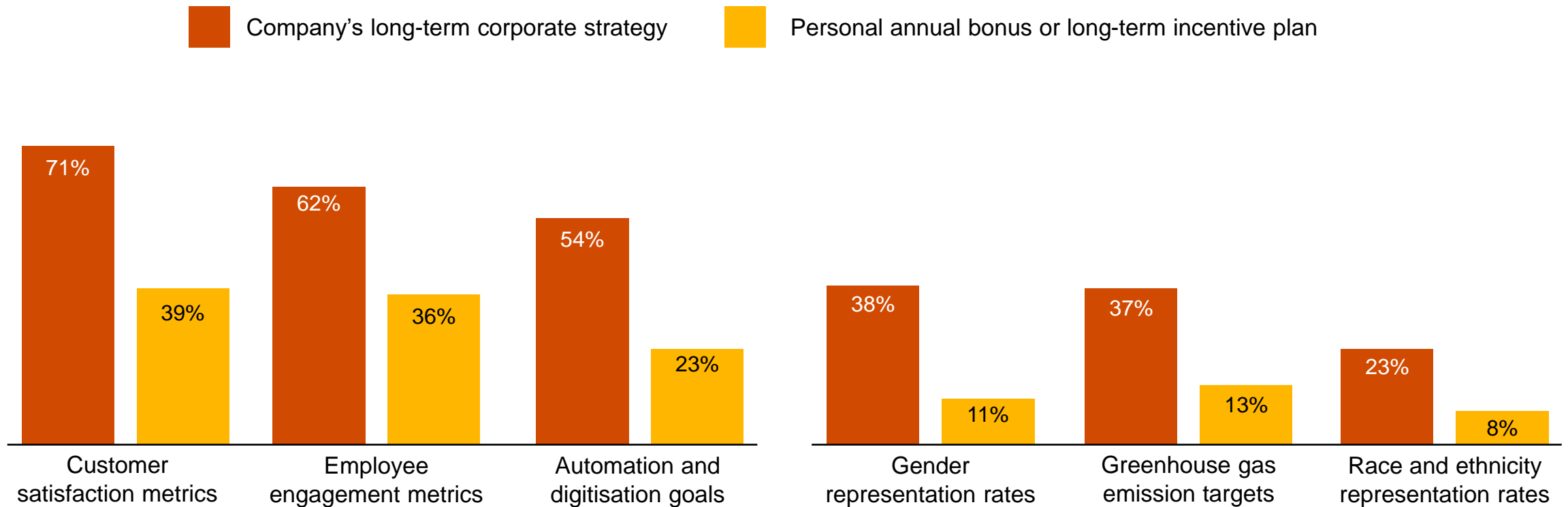


Strategy



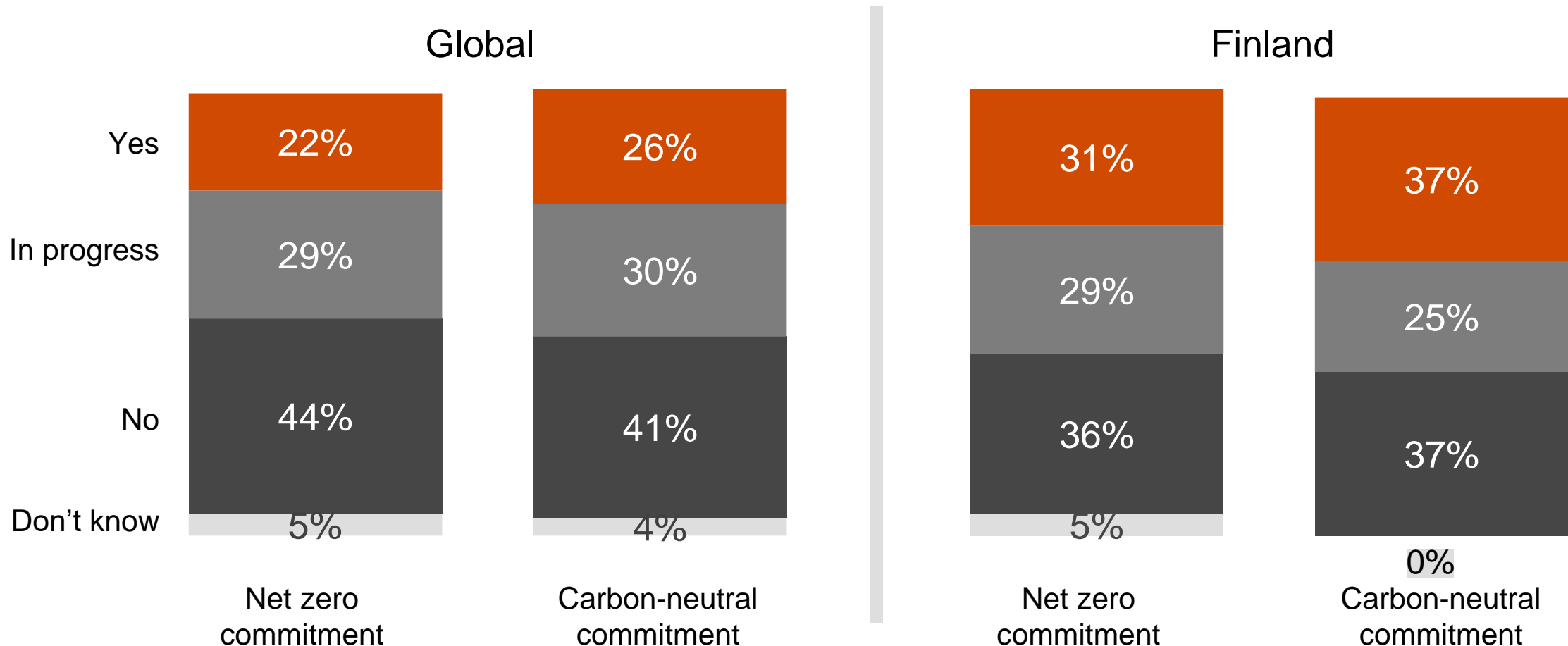
Non-financial indicators are often part of companies' strategy, but less used as CEO bonus criteria

Q. Are the following non-financial-related outcomes included in your:
a) company's long-term corporate strategy?
b) personal annual bonus or long-term incentive plan?



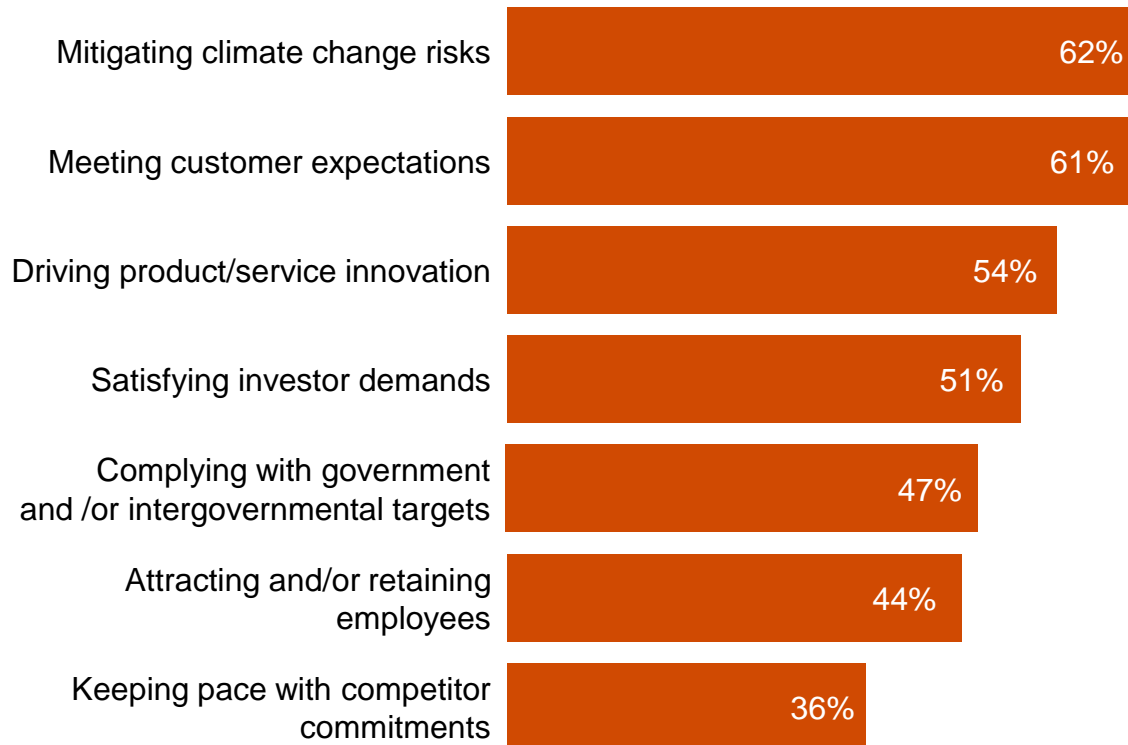
22% of firms have made net-zero commitments; over a third have made no commitments at all

Q. Has your company made a net-zero commitment or carbon-neutral commitment?



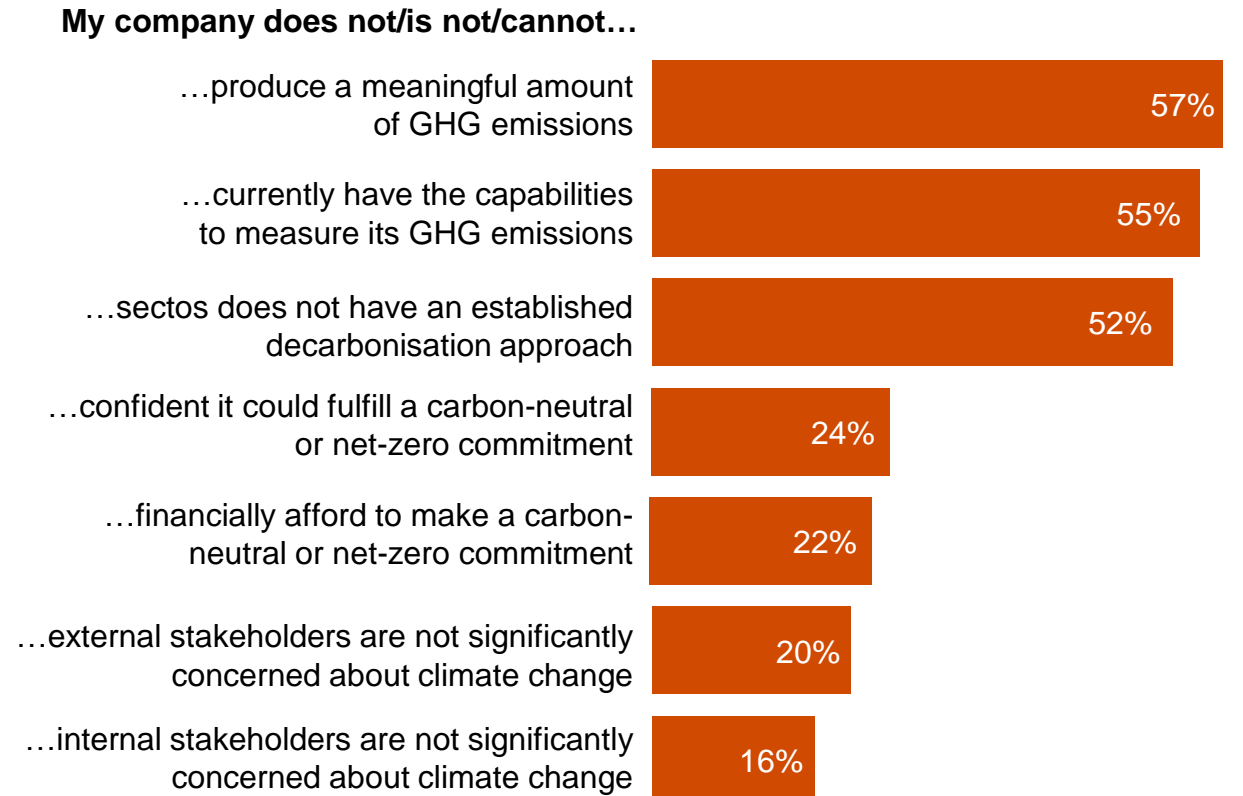
Reasons behind **making** net-zero or carbon neutral commitment

Q. How influential are the following factors behind your company's net-zero commitment or carbon-neutral commitment your company is developing? (Showing only 'very influential' and 'extremely influential' responses)



Reasons behind **not making** net-zero or carbon neutral commitment

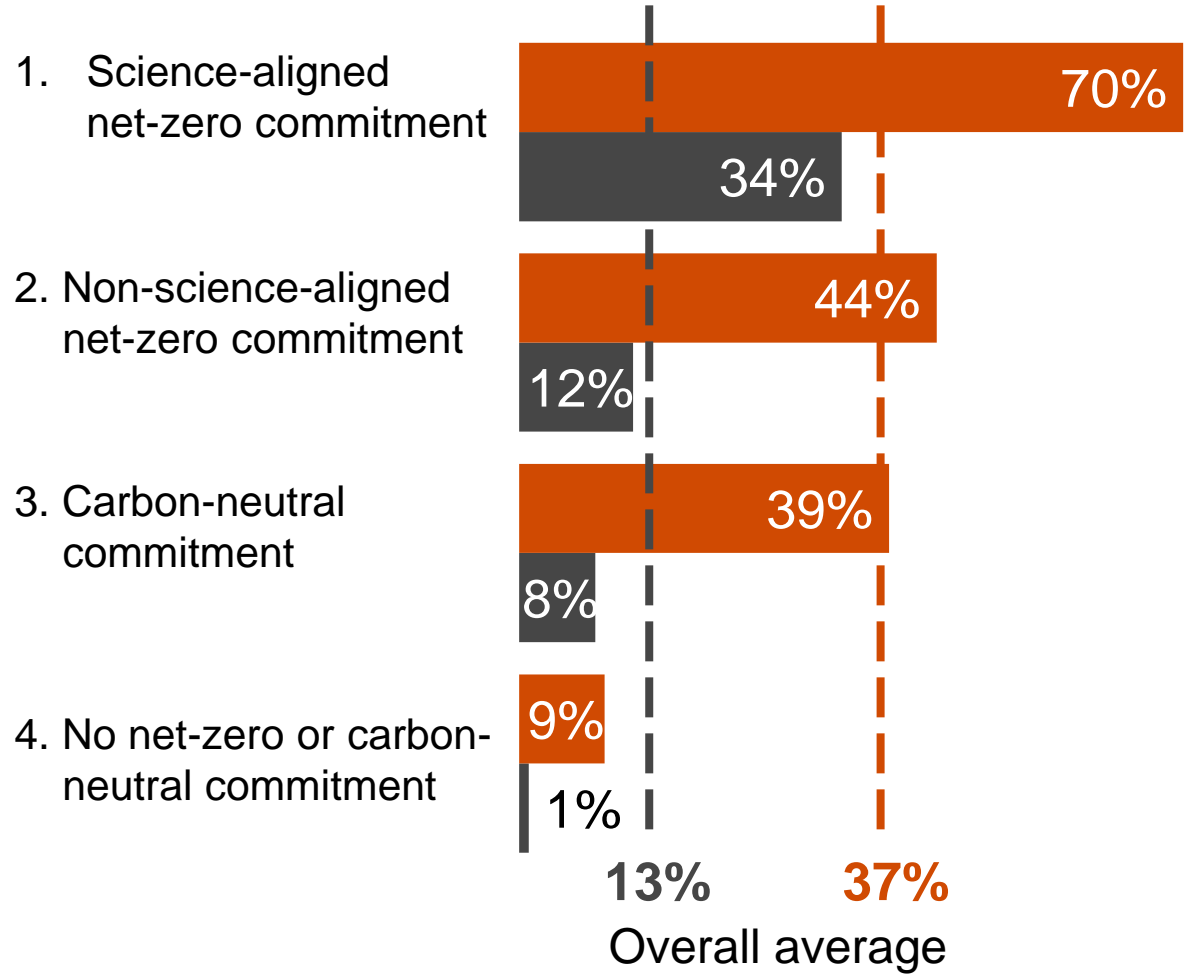
Q. How accurate are the following statements regarding why your company has not made a carbon-neutral or net-zero commitment? (Showing only 'very accurate' and 'extremely accurate' responses)



Companies with serious decarbonisation commitments often embed targets into strategy

Q. Are greenhouse gas emission targets included in your:
 a) company's long-term corporate strategy?
 b) personal annual bonus or long-term incentive plan?

We have categorised firms into four groups regarding their decarbonisation commitment



Greenhouse gas emission targets included in

- Company's long-term corporate strategy
- Personal annual bonus or long-term incentive plan

Key takeaways



Economic growth.

Near-term optimism with asymmetry in countries. Dips in several economies.

Organisations' growth and risks.

Confidence in growth is there. Cyber, health and macroeconomic volatility lead the list.

Strategy and ESG.

Business metrics continue to drive. Rising interest in ESG: High-emitting industries, large and public companies are at front. Their commitment bounds to the strategy and CEO's incentive plan.

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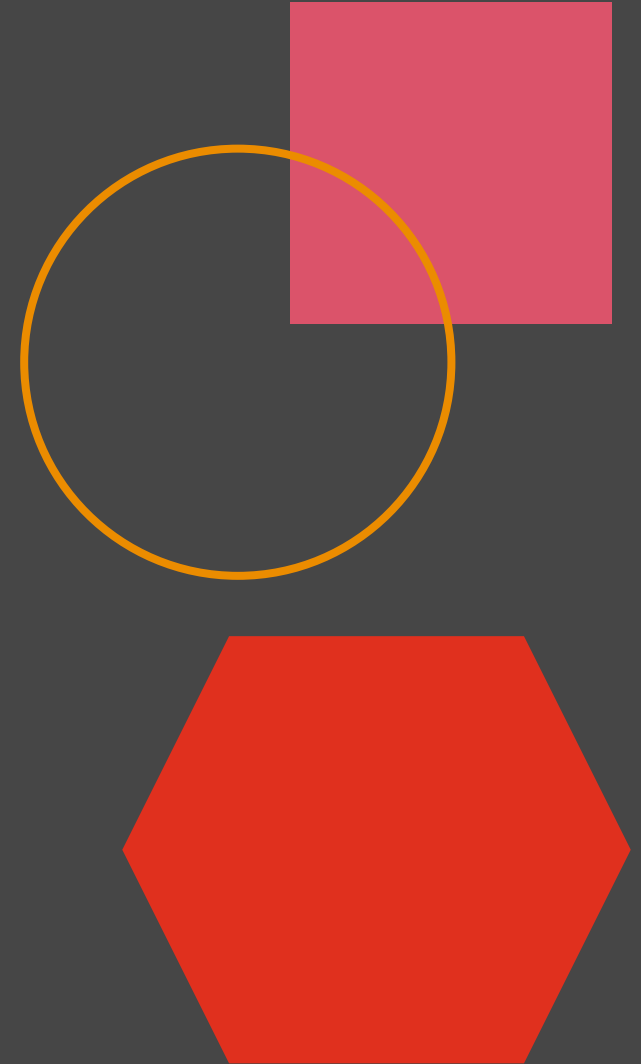
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Thank you

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